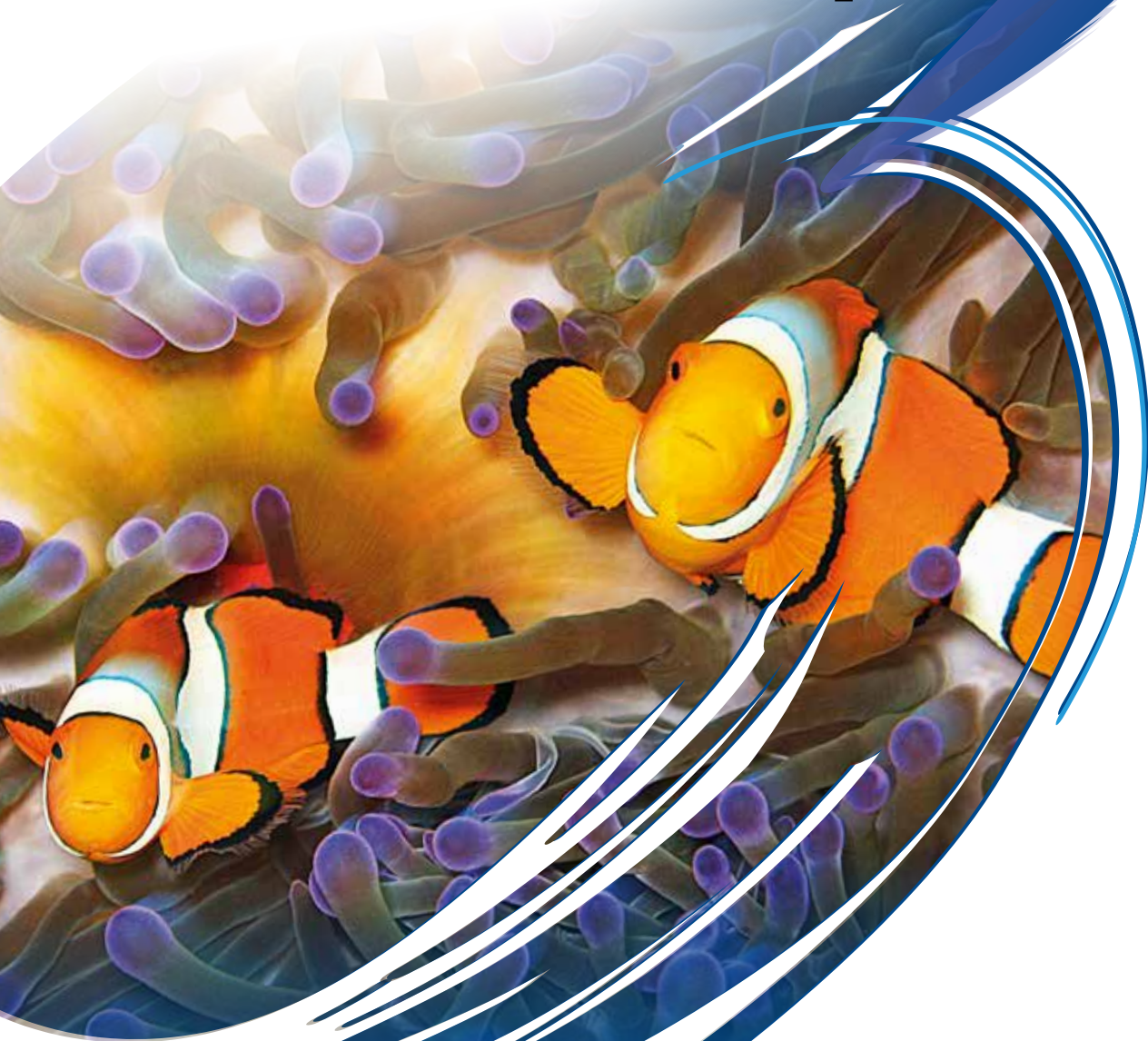


Reef Trust Partnership



Collaborative Investment Strategy

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Australian Government

REEF TRUST



Great Barrier
Reef Foundation

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Terms

Collaborative investment strategy: contractual deliverable under the terms of the Reef Trust Partnership agreement outlining an overarching fundraising strategy that describes the Great Barrier Reef Foundation's principles and approach for the 2019-20 to 2023-24 financial years, setting out how the GBRF will leverage the upfront payment of the Grant to raise the other Contributions specified in the Grant Agreement (including the Annual Work Plans) and other contributions more generally, from private and philanthropic donors (excerpt from Contract Agreement).

Case for support: a philanthropic investment prospectus: a document that tells prospective donors what an organisation hopes to accomplish with philanthropic gifts. A case may be developed for a campaign or for special project fundraising.

Capital campaign: A capital campaign is a targeted fundraising effort that takes place over a defined period of time. Typically, there are two overarching phases: the quiet phase and the public phase. During the quiet phase, 50%-70% of the funds are raised through major gifts strategies. During the public phase, the remaining funds are raised by soliciting donations from a larger population of donors.

Corporate giving: donations made by companies to non-profit organisations.

Donations: unconditional voluntary transfers of money, goods or services to community organisations, institutions, government entities, or individuals, in which the donating organisation is not obliged to receive anything in return. These transfers would not form part of the commercial operations of the donor.

Feasibility study: a tool to determine the viability of a fundraising campaign, often a capital campaign.

High impact philanthropy: High impact philanthropy is characterised by the following:

A focus first on achieving social impact, leveraging the best available evidence in identifying problems and developing solutions, linking considerations of cost and impact to understand where the best 'bang for buck' lie and continuous learning to refine and improve so that you make a greater and greater difference.

Individual giving: those people who are making donations from their personal finances, but have not established a legal vehicle for their giving.

Impact investing: investing that seeks to generate positive social or environmental impact as well as financial returns.

In-kind giving: the giving of goods and services in support of a charitable purpose.

Non-profit organisation (shortened to non-profit): an organisation that does not operate for the profit, personal gain or other benefit of particular people. This can include people such as its members, the people who run it or their friends or relatives (note that non-profit organisations are often referred to in different ways such as not-for-profit, voluntary association, charity, nongovernment organisation and third sector organisation).

Payroll giving: regular donations by employees from pre-tax salary to charities and other NPOs (The Australian Charities Fund 2010). Also referred to as workplace giving.

Philanthropy: defined by Philanthropy Australia (2012) as: 'The planned and structured giving of time, information, goods and services, voice and influence as well as money to improve the wellbeing of humanity and the community.' The term is derived from the Ancient Greek *philanthrōpía*: love of mankind.

Reef Trust Partnership: the Reef Trust – Great Barrier Reef Foundation Partnership is underpinned by a \$443.3 million six year grant between the Department of the Environment and Energy, which manages the Reef Trust, and the GBRF. It has been established to build on and support delivery of the joint Australian and Queensland Government Reef 2050 Long-Term Sustainability Plan.

Resource effort: non cash effort expended by a research or delivery partner that represents a genuine contribution to project effort. This can be staff time, laboratory time, provision of services. Resource effort must be quantified within a project and pass audit testing.

Strategic philanthropy: giving that is focused on a tightly defined program of grants, defined also by exclusion (what not to fund). Grants typically address the causes not the symptoms of problems (Katz 2005).

Tied funds: funds that are donated and specifically directed to a specific activity or project, ie, tied to a project.

10 <http://www.philanthropy.org.au/tools-resources/glossary/> • <http://www.cfre.org/wp-content/uploads/2013/05/bgloss.pdf>

Preface

The Great Barrier Reef (the Reef) is the largest living structure on the planet and is so large it can be seen from space. It's home to the most extraordinary array of animals and birds, and is often referred to as the rainforest of the sea. Sir David Attenborough describes it as:

“one of the greatest, and most splendid natural treasures that the world possesses.”

Today, however, the Reef is under threat from climate change and local stresses. We need the help of all Australians to protect and restore the Reef. Over the last two decades, the Great Barrier Reef Foundation (GBRF) has drawn together the many groups who are working to protect the Reef. There are hundreds of people and organisations working to achieve this including universities, research institutions, government agencies, scientists, traditional owners and community groups. The GBRF is the place where these myriad groups (large and small) come together to work on the highest priority projects which will have the greatest impact on protecting and restoring the Reef.

Our projects have had a measurable impact on the health of the Reef including monitoring reef health in near-real time (eReefs) to securing the future of green turtles on Raine Island (Raine Island Recovery Project), to developing the first portfolio of projects to address the resilience of reefs adapting to climate change. We also have a track record in innovation, developing solutions such as the RangerBot which detects and addresses threats to coral reefs.

Underpinning this partnership is a record government investment of \$443.3 million to tackle critical issues of water quality and crown-of-thorns starfish control, harness the best science to restore reefs and support reef resilience and adaptation, enhance Reef health monitoring and reporting, and increase community engagement on the Reef.

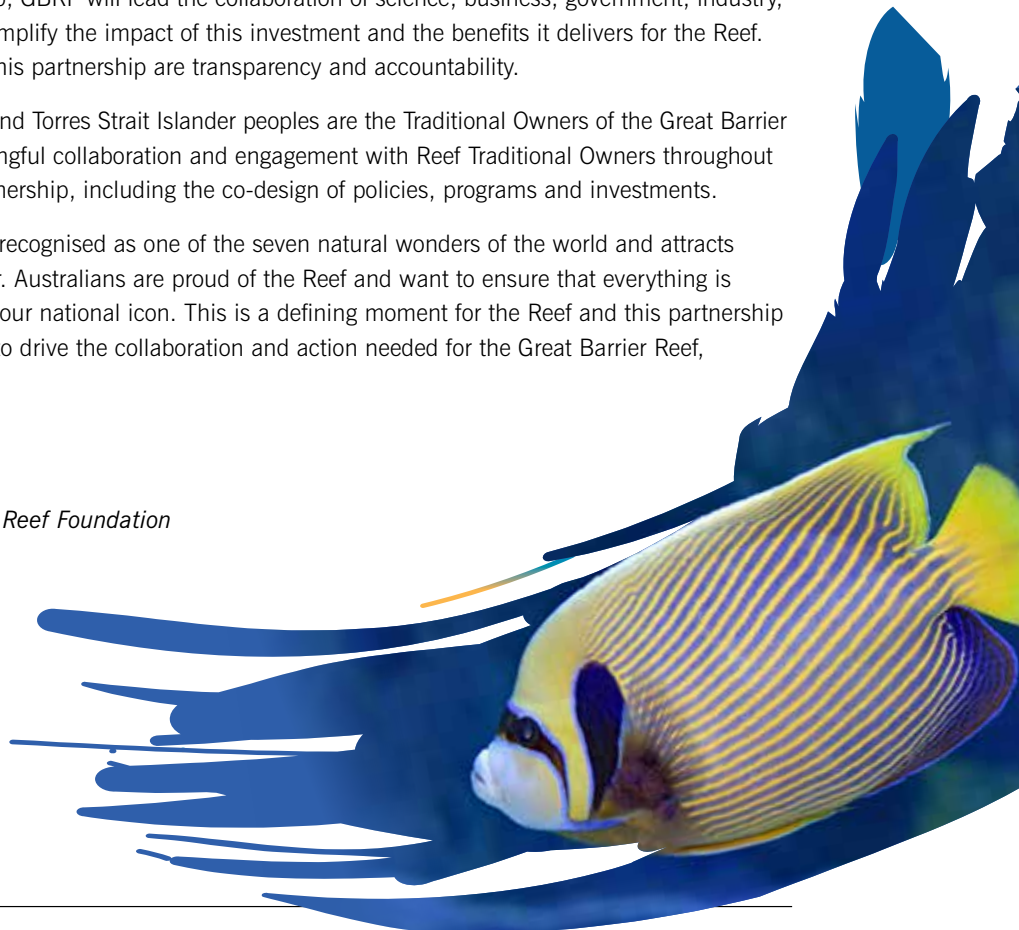
Through the Reef Trust Partnership, GBRF will lead the collaboration of science, business, government, industry, philanthropy and community to amplify the impact of this investment and the benefits it delivers for the Reef. Our guiding principles to deliver this partnership are transparency and accountability.

The GBRF recognises Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the Great Barrier Reef. We are committed to meaningful collaboration and engagement with Reef Traditional Owners throughout the delivery of the Reef Trust Partnership, including the co-design of policies, programs and investments.

The Great Barrier Reef is globally recognised as one of the seven natural wonders of the world and attracts over two million visitors each year. Australians are proud of the Reef and want to ensure that everything is being done to protect and restore our national icon. This is a defining moment for the Reef and this partnership is an unprecedented opportunity to drive the collaboration and action needed for the Great Barrier Reef, now and for the future.

Anna Marsden

Managing Director, Great Barrier Reef Foundation



1. Introduction

The Reef Trust Partnership (RTP) is a six-year partnership between the Great Barrier Reef Foundation (the GBRF) and the Australian Government, through the Reef Trust, to design and deliver a portfolio of projects that achieve a significant and measurable improvement in the health of the Great Barrier Reef.

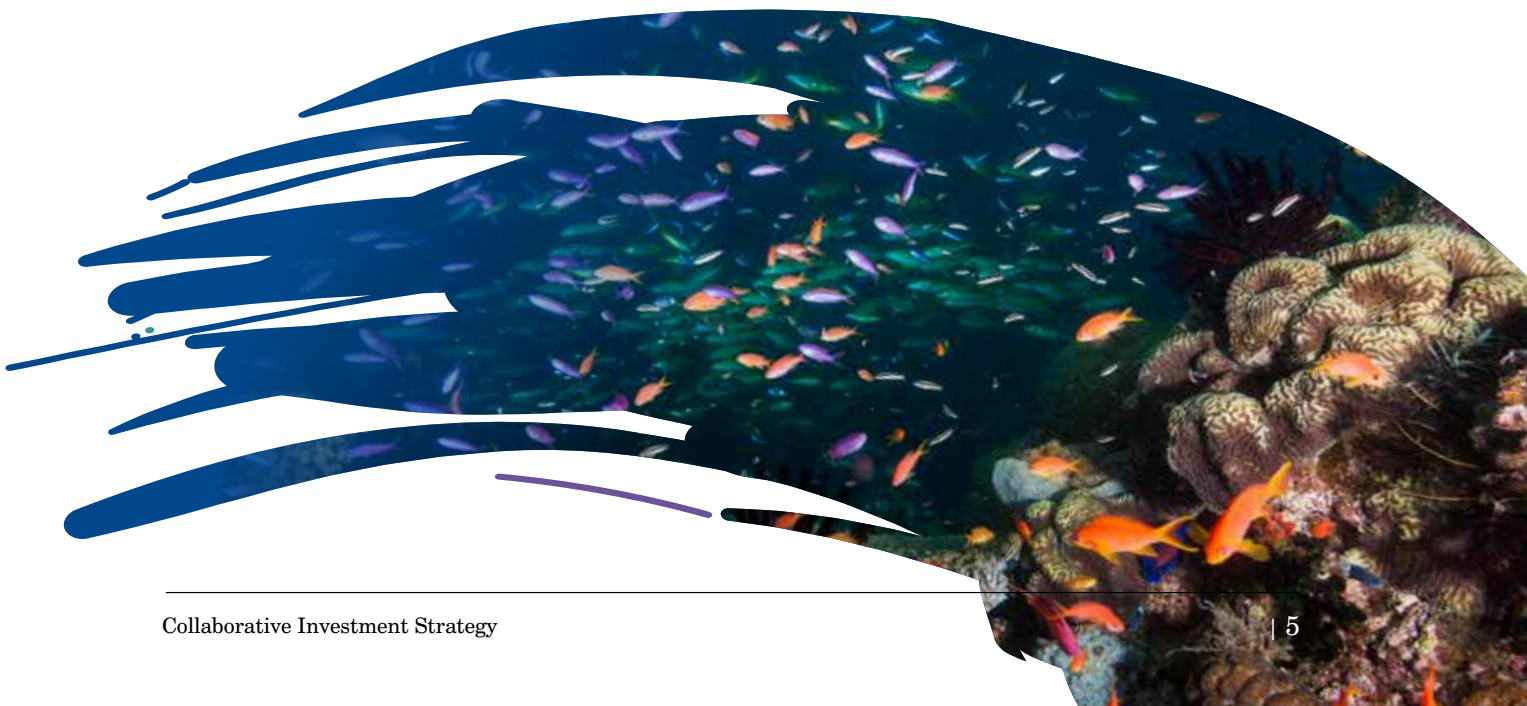
Underpinning this partnership is a record government investment of \$443.3 million to tackle critical issues of water quality and crown-of-thorns starfish control, harness the best science to restore reefs and support reef resilience and adaptation, enhance Reef health monitoring and reporting, and increase Aboriginal and Torres Strait Islander peoples and community engagement in Reef protection.

Protecting the Reef is vitally important to all Australians who are immensely proud, and privileged, to be the custodians of the Great Barrier Reef. With business as usual approaches falling short of creating the impact needed to sustain coral reefs and the livelihoods they support into the future, new approaches that are matched to the scale and severity of the challenges are urgently needed. Individual effort, no matter how valiant, is no match for the power of collaboration.

We know that the path to sustainability begins when we accelerate impact and connect and unite. The GBRF has developed a collaborative investment model that brings together government, research and delivery partners, corporate giving and philanthropy to design and implement projects that help the Reef resist, repair and recover from significant pressure. Using this investment model, over 18 years, the GBRF has raised and directed over \$90M to collaborative multidisciplinary projects, that draw on advances in science, technology, research and conservation to protect and restore the Reef.

The GBRF will amplify the impact of the investment by the Australian Government in the Reef through the continued application of a collaborative investment model, increasing RTP investment from \$443.3M by \$300M to \$400M over the next six years. The GBRF will act as the connector for philanthropists, governments, non-profits, change leaders and donors who share a vision of driving change at scale for the benefit of the Reef.

Globally, 75% of coral reefs are estimated to be under threat. But there is cause for great hope. Australia can be at the forefront of a global effort to act now to help the Great Barrier Reef, and reefs worldwide, to resist, repair and recover from significant pressure. To tackle the scale and scope of the challenge facing this natural wonder of the world the GBRF calls on the global community – major corporations, international philanthropists, trusted research institutions, everyday Australians – we all have a role to play to amplify the impact of the RTP investment to protect and restore the Reef.



2. Strategy scope

The RTP between the GBRF and the Australian Government is established through a Grant Agreement. As per Clause 5.5 in the Grant Agreement the Foundation is required to provide to the Australian Government a co-financing strategy that outlines the GBRF's strategy to leverage the RTP grant.

The strategy does not purport to be a detailed work plan. Work plans for the contributed funds and raised funds components will be developed by January 2019 that outline the following:

- Project outline
- Key issues
- Goals and objectives
- Feasibility
- Case for support
- Income targets
- Key strategies
- Resources
- Timeline
- Measurement tools

These work plans will remain commercial in confidence, to ensure the GBRF's positioning in a competitive fundraising environment is not compromised. Like all non-profits, details of the companies and institutions we plan to approach are commercial in confidence. Once donations are secured, as per the GBRF Ethical Fundraising Policy, we will publish this information on our website. See Section 9.

It is important to note the following approach taken to setting financial targets. The GBRF benchmarked relevant fundraising results and co-investment trend data nationally when considering and setting the financial targets for each component included in this strategy (see Sections 4.1, 5.1, 6.1, 7.1). Setting annual and long-range targets is an acknowledged challenge and risk within the not for profit sector. Fundraising activities are influenced by both internal (eg resourcing, planning and execution) and external (eg economic, social and reputational) factors which can have both a negative and positive impact on an ability to reach target. Risks within the external and internal environment have been considered in the development of this strategy and considered in Section 12.

The GBRF recognises this strategy will be exposed to uncertainties and unpredictable variabilities in the external environment. To factor this into our planning, a target range for each component has been developed with an overarching collaborative investment financial target set of \$300M – \$400M. For the purpose of this document the median targets have been used. As outlined in the stage plans for each component, each target will be tested via a feasibility study in the planning stage, and targets will be confirmed or adjusted accordingly, a standard fundraising practice.

This strategy focusses on clearly outlining the steps the GBRF will take to reach its fundraising target. Using the collaborative investment model, explained in Section 3, as a logical organising principle, the strategy encompasses both raised funds and contributed funds. For both elements the strategy provides detail about: what the current national context for these areas is, what the GBRF's campaign strategy for each component is, quantification of income targets and implementation stages. An overview of the components is provided in Table 1.

Table 1 : Fundraising component summary

Component	Description	Target*	Campaign length	Relevant section of strategy
Raised funds				
Capital campaign	The largest marine science fundraising campaign in Australia – an intensive fundraising campaign with a focus on philanthropy and individual giving tied to Reef Restoration and Adaptation Program (RRAP)	\$100M	5 years	Section 4, p7
Corporate giving	Developing corporate partnerships with iconic Australian businesses that deliver impact and enable planned programs, specific initiatives and activities	\$50M	5 years	Section 5, p11
Individual giving	Five-year strategy developed to build awareness of GBRF and acquire new individual donors through regular giving, planned giving, bequests and community fundraising	\$7M	5 years	Section 6, p14
Contributed funds				
Research and delivery partners	Formal agreements with collaborators on projects across the RTP portfolio with an initial focus on RRAP that accurately capture the cash and resource investment made by research and delivery partners	\$200M	5 years	Section 7, p17

*Please see the above explanation for note around target ranges. These targets are the median within a forecast target range.

The strategy also explains, through example, the collaborative investment model, and discusses governance, policy, risk management, resourcing and measures of success.



3. Collaborative investment model

The GBRF has an extensive, and unique, network of research, management, corporate, government and philanthropic partners. We know that bringing partners together to design and implement projects delivers the best possible outcomes for the Reef, delivering both scale and breakthrough results.

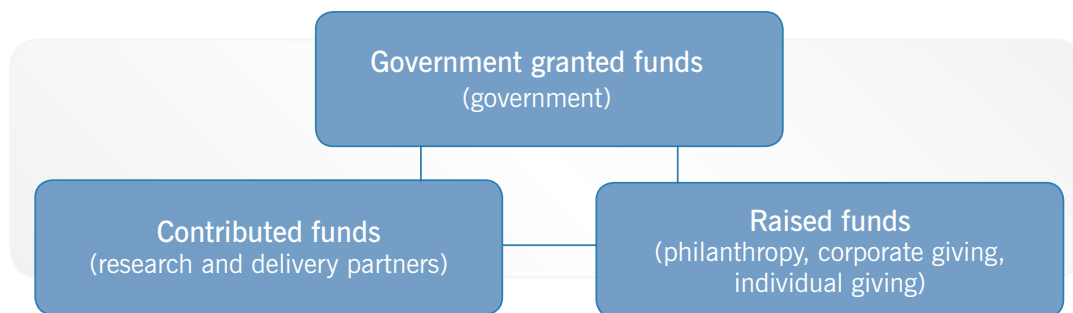
The GBRF’s collaborative investment model for the RTP is simply explained as:

- The GBRF seeks to leverage the RTP grant (subsidised funds) with investment from philanthropy, corporate or individual giving (raised funds), and investment from research or delivery partners (contributed funds). See Figure 1 below.

For clarity, research and delivery partners can be as defined as on ground delivery partners, the science, research and academic sector, non-profit organisations and natural resource management groups. Contributed funds can be cash and contractually recognised resource effort.

This principle of tripartite collaborative investment will be applied, wherever feasible, across the RTP components with an immediate focus on raising tied funds for the Reef Restoration and Adaptation Program (see Sections 4 and 7 for further detail).

Figure 1: GBRF Collaborative investment model



GBRF has raised over \$90M in the past 18 years using this model across multiple projects. An example of the collaborative investment model in action is the e-Reefs program. The GBRF designed the project scope in consultation with government, research and delivery partners, and corporate partners. The GBRF secured an initial \$5M investment from BHP which was leveraged with \$4.9M from the Science Industry Endowment Fund (SIEF), \$8M from the Australian and Queensland Governments, and \$16M co-investment from research institutions, including CSIRO, AIMS and the Bureau of Meteorology. The extensive network, of implementation and funding partners ensured broad support and strong end-user buy-in, evidenced by eReefs’ current transition into a fully operational program, used by both federal and state governments as well as the research community. See Figure 2 for a diagrammatic representation of this example.

Figure 2: GBRF collaborative investment model – eReefs





4. Raised Funds: Capital Campaign

4.1 Fundraising context

A capital campaign is generally defined as a targeted fundraising effort that takes place over a specified period of time. Capital campaigns often raise funds for capital builds and large-scale projects that will have significant impact on a non-profit's mission and capability.

In the national context, capital campaigns are deployed by organisations seeking to raise significant capital, requiring intensive effort on the part of the non-profit. It isn't common for non-profits to deploy a capital campaign regularly as part of their standard fundraising strategy, due to their specific, targeted and intensive nature. Despite being resource intensive on the part of the non-profit, the gain from a capital campaign is significant and transformative.

For example, within the Australian academic sector alone, over \$2B has been raised in capital campaigns over the past several years, with the Universities of Queensland, Sydney, Melbourne and Western Australia running multi-year capital campaigns with income targets of up to \$1B attracting several thousand donors. See Appendix 1 for detail.

4.2 Campaign overview

Reef Restoration and Adaptation Program (RRAP) overview

The Reef is a large and complex marine ecosystem under significant pressure. The challenge to find solutions to help the Reef recover and adapt to the changing environment is enormous. Under Component 4 of the RTP, \$100M has been provided by the Australian Government to implement newly developed activities to repair reef damage and build the Reef's resilience. Projects will be driven by innovation and explore and advance new technologies and approaches to reef restoration.

The work undertaken in this component will build upon the Australian Government's pre-existing \$6M investment for the scoping phase of the Reef Restoration and Adaptation Program (RRAP), a long-term research project to investigate the best science and technology options to help the Great Barrier Reef resist, repair and recover. Partners in the scoping phase include: Australian Institute of Marine Science, CSIRO, James Cook University, UQ, QUT, Great Barrier Reef Marine Park Authority and the Great Barrier Reef Foundation.

The long-term goal of the program is to create a suite of tools that can be deployed to undertake large-scale recovery, restoration and adaptation of the Great Barrier Reef. While the program and funding is focussed on developing technology and solutions to help the world's largest reef, the solutions will be applicable to reefs worldwide. This will therefore be a global project that will require the effort of all Reef stakeholders and will hinge on strong partnerships between researchers, government agencies, Traditional Owners and the wider community.

The GBRF will launch a capital campaign to invite the global philanthropic community to join this historic effort to help the Great Barrier Reef resist, repair and recover. This is a long-term research project, and the capital campaign will be targeted towards phase one of the project, which is initially focussed on testing feasibility and demonstrating proof of concept of a suite of restoration strategies that can be implemented in the long term and at scale.

The capital campaign will be led by a Philanthropy Committee of well-established philanthropists and community and business leaders over a five year period, and supported by professional fundraising staff. The current working target for the capital campaign is \$100M with commencement scheduled for 2019. This target, along with campaign length and the makeup of the gift table, will be rigorously tested during the feasibility study.

While there are a number of reef restoration efforts around the world, including some large regional programs aimed at coordinating action, there has never been a sustained and sufficiently funded commitment to develop a long-term solution. Such an effort is attractive to a growing pool of philanthropists focused on strategic, impact driven investing where investment addresses the causes rather than symptoms of problems, and leverages the best available evidence to identify problems and develop solutions with a focus on achieving social impact.

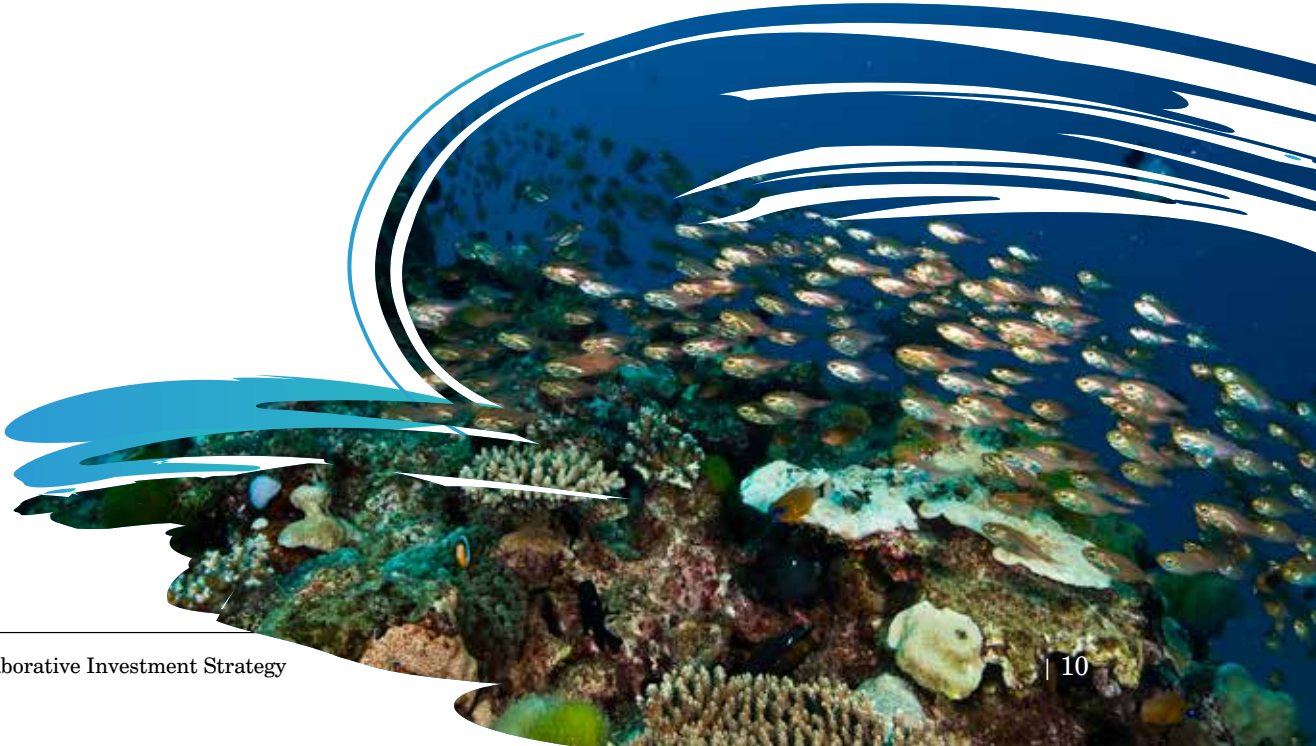
The project’s scale also offers the opportunity to leverage partnerships with research institutions and delivery partners. Refer to Section 7 for further detail.

4.3 Quantification

The table below provides an industry standard quantification of the gift range that will be sought in the campaign, the number of gifts needed in each range, and the number of prospects needed to convert to a gift.

Table 2: GBRF Capital Campaign Gift Table

Average Gift Range	# of Gifts Needed	# of Prospects Needed	Total Gifts in Range	Cumulative Total
\$25,000,000+	1	4	\$25,000,000	\$25,000,000
\$10,000,000	3	12	\$30,000,000	\$55,000,000
\$5,000,000	5	15	\$25,000,000	\$80,000,000
\$1,000,000	10	40	\$10,000,000	\$90,000,000
\$500,000	15	60	\$7,500,000	\$97,500,000
<\$500,000	Many	Many	\$2,500,000	\$100,000,000
	34+	136+		\$100,000,000

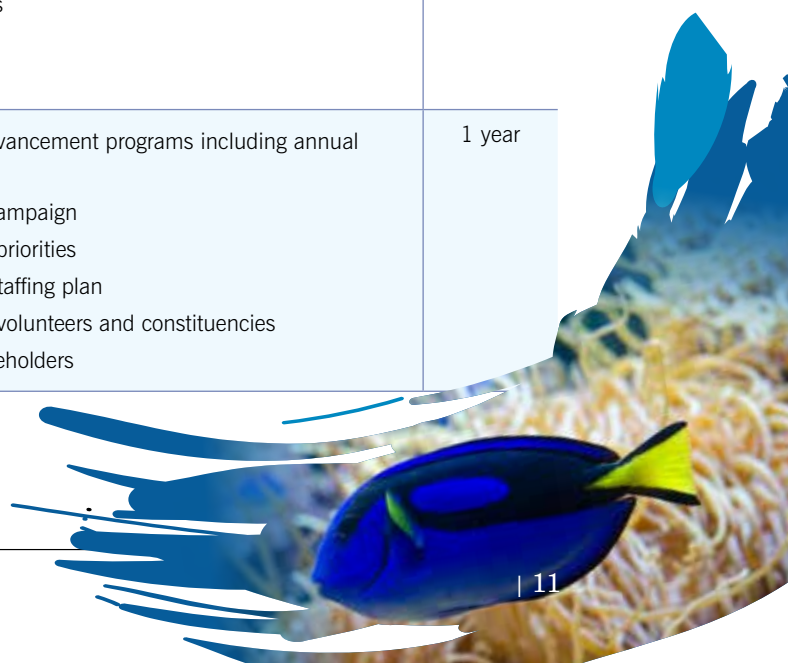


4.4 Stage plan

The five-year campaign will be run as a typical capital campaign, divided into stages as per Stage Plan 1 below. Sound planning in the form of feasibility studies, development of the case for support and detailed prospect research are critical to the success of a capital campaign. Capital campaign feasibility studies identify strategic opportunities, assess institutional readiness and capability, assist in defining leadership and governance requirements, and invite existing major donors to become involved in the campaign. A capital campaign case for support clearly outlines what the organisation will accomplish through a campaign. The quiet phase of a capital campaign is when the majority of high value gifts are solicited and confirmed, whereas the public campaign is typically commenced when around 40% of the campaign target remains. Maintenance and evaluation is critical to ensure appropriate ongoing communication and stewardship with all contributors, as well as capturing lessons learned.

Stage Plan 1: GBRF Capital Campaign

Stage	Deliverables	Timeframe
Planning	<ul style="list-style-type: none"> • Campaign goal set • Feasibility study commissioned and complete • Case for support developed • Detailed and qualified prospect research commenced • Philanthropy Committee engaged • Appropriate mechanisms in place to accept international gifts • Resourcing strategy completed (budget and staff) • Campaign work plan completed 	1 year
Quiet	<ul style="list-style-type: none"> • Develop detailed campaign proposal and supporting materials • Refine prospect research • Solicit early leadership gifts • Raise 60 percent of campaign target before launching public stage • Commence staff and volunteer training 	2 years
Public	<ul style="list-style-type: none"> • Hold launch events • Announce goal, leadership and quiet phase result • Recognise advance gift donors and begin public stewardship activities • Present campaign brochure, video, website, etc. • Solicit remaining leadership prospects • Involve general donors • Continue staff and volunteer training 	1 year
Maintenance and evaluation	<ul style="list-style-type: none"> • Begin planning for post-campaign advancement programs including annual funds, major gifts and bequests. • Stewardship of gifts secured during campaign • Identify post-campaign development priorities • Develop post-campaign budget and staffing plan • Share post-campaign plans with key volunteers and constituencies • Prepare final campaign report to stakeholders 	1 year



5. Raised Funds: Corporate Giving

5.1 Fundraising context

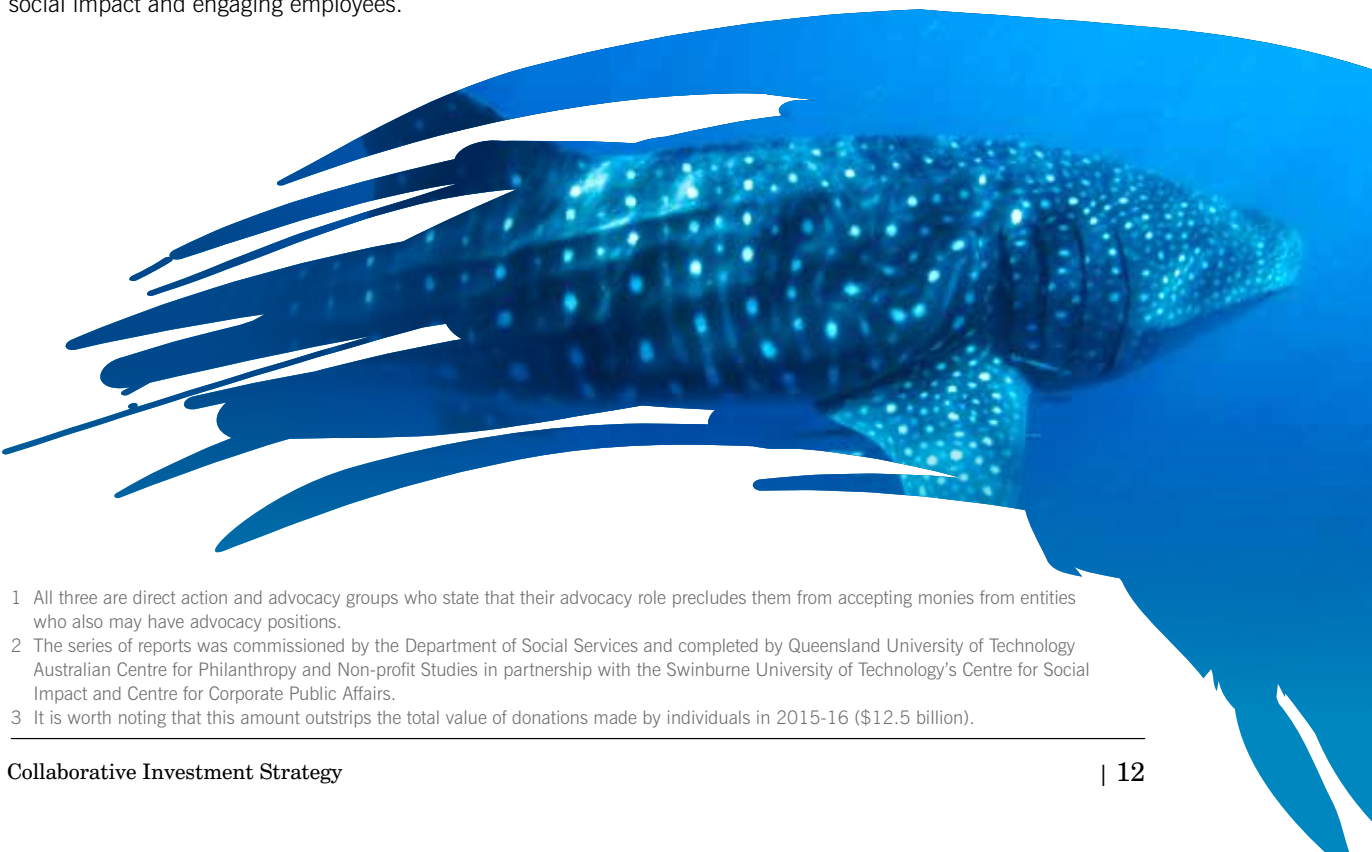
Variouly referred to as corporate social investment, business giving or corporate philanthropy, and defined broadly as donations made by companies to non-profit associations, corporate giving is increasingly a standard feature of the fundraising income mix in Australia. Of the top 10 charities named in the 2017 annual Charity Reputation Index, all actively seek corporate gifts and partnerships to further their mission. Amongst environmental charities that conduct activity on the Great Barrier Reef, it is also common to seek and accept corporate support. Of the 10 Australian market leading environmental charities that the GBRF benchmarked, only three did not accept gifts from corporate entities.¹ Corporate support originates from various sectors; aviation, banking, retail, mining, oil and gas, mining logistics, and professional services are all key supporters of various environmental charities. See Appendix 2 for results of a corporate giving benchmarking study the GBRF undertook based on publicly available information.

Giving Australia 2016 is a series of reports commissioned by the Department of Social Services that collected comprehensive, up-to-date information from individuals, charitable organisations, philanthropists and businesses in Australia². Its findings in relation to corporate giving are noted below.

In 2015-16, businesses gave \$17.5 billion, which comprised:³

- \$7.7 billion in community partnerships (80 percent of which came from large business)
- \$6.2 billion in donations
- \$3.6 billion in non-commercial sponsorships

Businesses differ in their preferred modes of giving. Larger businesses are more likely to partner with non-profits compared with SMEs who are more likely to give donations. The top reasons for large business giving were: improving employee engagement, strengthening social licence to operate, and a desire to achieve social impact. The data shows that large businesses are increasingly engaging with non-profits focused on generating social impact and investing in fewer, better resourced non-profit partnerships to maximise social impact. The Giving Australia data from 2015-16 supports the GBRF's own observations from experience that larger corporations are giving more, and entering into partnerships, rather than donations or sponsorships, with a focus on generating social impact and engaging employees.



1 All three are direct and advocacy groups who state that their advocacy role precludes them from accepting monies from entities who also may have advocacy positions.

2 The series of reports was commissioned by the Department of Social Services and completed by Queensland University of Technology Australian Centre for Philanthropy and Non-profit Studies in partnership with the Swinburne University of Technology's Centre for Social Impact and Centre for Corporate Public Affairs.

3 It is worth noting that this amount outstrips the total value of donations made by individuals in 2015-16 (\$12.5 billion).

5.2 Campaign overview

The GBRF has a strong track record of raising funds to address key threats to the Reef and coastal ecosystems; and to deliver actions and interventions that support the Reef 2050 Plan.

Over the past 18 years the GBRF has secured more than \$90M of cash investment for the Reef, of which \$52.87M was cash support from the corporate sector. Under its collaborative investment model, the GBRF consistently leverages 1:1:1 with government: corporate: delivery partner co-investment. As outlined in Section 9, the GBRF does not permit any funder to have influence over the GBRF’s freedom and independence, including the conduct and outcomes of research and publication of results.

Some partnering examples include:

- Raine Island Recovery Project: The GBRF secured \$5.45M from BHP Billiton for the Raine Island Recovery Project, with an additional \$2.5M provided by the Queensland Government.
- eReefs: The GBRF secured an initial \$5M investment from BHP Billiton which was leveraged with \$4.9M from the Science Industry Endowment Fund (SIEF), \$8M from the Australian and Queensland Governments and \$16M co-investment from research institutions.
- Reef Islands: The GBRF recently raised \$6M from a corporate partner and a major donor and this has been matched by a \$5M investment from Reef Trust and a \$3M investment from the Queensland Government, providing \$14M for protecting and restoring climate change refuges.

Over the next five years, the GBRF will continue developing partnership opportunities for corporate partners to deliver measurable impact.

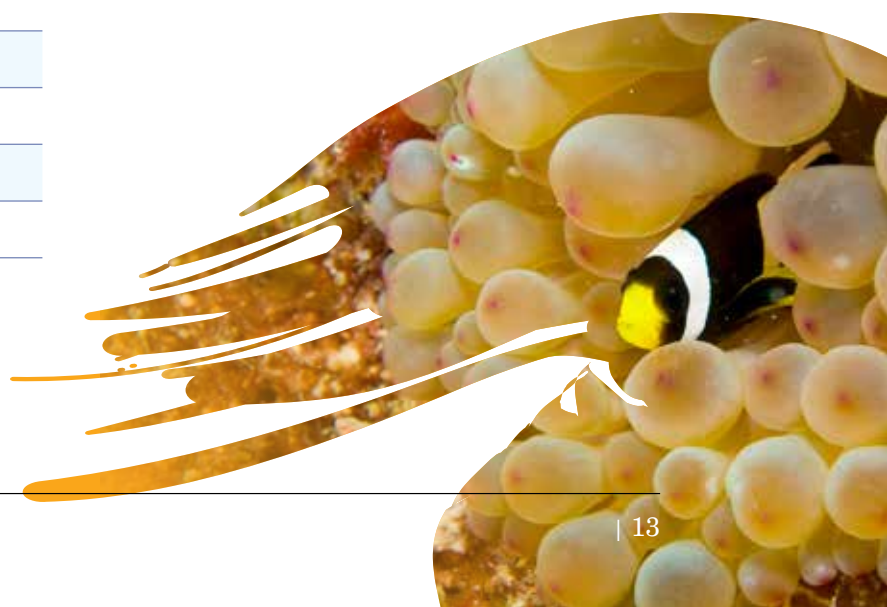
Given the transformative nature of the RTP, the GBRF expects to acquire several high value corporate partners, aligned to various project components of the RTP. The value proposition for corporate partners is activated by the collaborative investment model: the capacity to leverage significant government and research institution investment to drive measurable, scaled up impact on the Reef. Corporate partners seek partnering benefits that: deliver project impact, recognise the value of their investment, drive employee engagement, position them as an employer of choice, and contribute positively to reputation scoring or social licence to operate. The target for the corporate giving campaign is \$50M and is allocated as per Table 3.

5.3 Quantification

The table below provides a quantification of the gift range that will be sought in the corporate giving campaign.

Table 3: Corporate partnership giving table

# of prospects	Partnership value
5	\$20M
7	\$15M
12	\$10M
25	\$5M
Total	\$50M



5.4 Stage plan

The five-year campaign will be run as a partnership acquisition campaign, divided into stages as per Stage Plan 2 below. Sound planning in the form of feasibility studies, development of the case for support for individual projects and detailed prospect research are critical for success. The acquisition stage will require the most effort. Conversion rates are traditionally difficult to estimate and will vary across projects. Detailed partnership proposals that clearly outline project goals, impact and alignment to a corporation’s own community development programs are integral to successful partnership proposals. Effective ongoing partnership management, maintenance and evaluation often result in the continuation of partnerships, with corporations seeking additional projects to support following the conclusion of the first contractual agreement.

Stage Plan 2: Corporate partnership acquisition

Stage	Deliverables	Timeframe
Planning	<ul style="list-style-type: none"> • Feasibility study commissioned and complete • Case for support developed for individual projects available for corporate support • Detailed and qualified prospect research commenced • Philanthropic Committee engaged to assist with identification of corporate prospects • Resourcing strategy completed (budget and staff) • Campaign work plan completed 	1 year
Acquisition	<ul style="list-style-type: none"> • Develop detailed project proposals and supporting materials • Present to potential corporate partners • Develop contract; agreeing deliverables, benefits to be provided (acknowledgment, employee engagement opportunities, marketing and communication opportunities) and measures of success 	2 years
Management	<ul style="list-style-type: none"> • Develop partnership management strategy to deliver agreed benefit • Communicate regularly with partner on agreed milestones and activity deliverables 	Ongoing as per individual contracts
Maintenance and evaluation	<ul style="list-style-type: none"> • Annual reporting and evaluation • Continued stewardship • Acquit contract at end of project 	Ongoing as per individual contracts



6. Raised Funds: Individual Giving

6.1 Fundraising context

Individual giving is generally defined as those people who are making donations from their personal finances but have not established a legal vehicle for their giving. Giving Australia 2016 reports that an estimated 14.9 million Australian adults gave in total \$12.5 billion to non-profits over 12 months in 2015-16. The average donation was \$764.08 and median donation \$200.

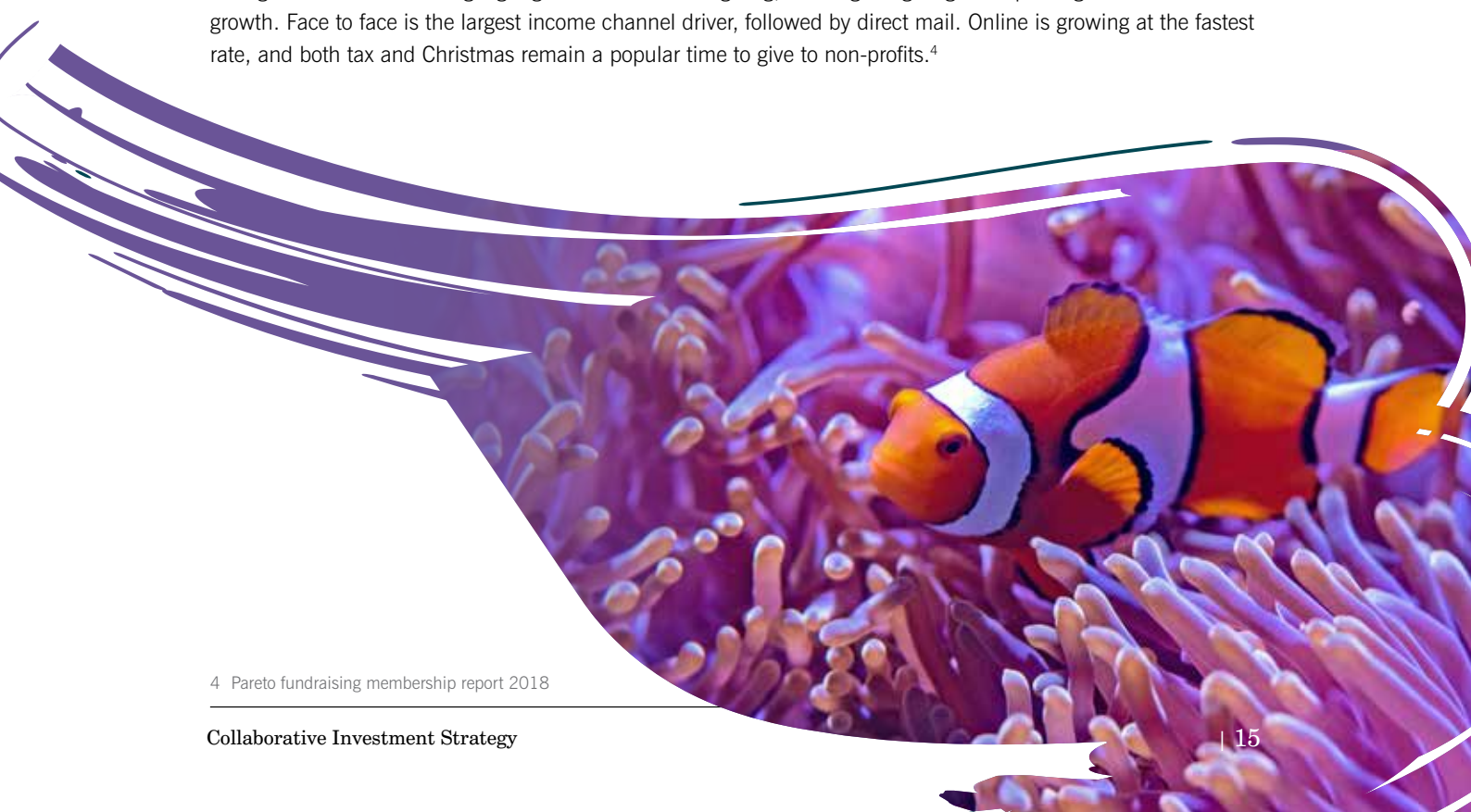
Individual giving is solicited through various fundraising activities, or income streams. The table below outlines the fundraising activities deployed by Australian non-profits and their significance to revenue impact. Regular giving is most commonly used by charities and is the most significant in relation to revenue.

Table 4: Usage and significance of fundraising activities across Australian non-profits

Fundraising activity	Usage	Significance*
Regular giving	39%	33%
Membership fees	35%	17%
Raffles	25%	11%
Community grants	24%	25%
Major gifts	9%	23%
Bequests	6%	16%
Capital campaigns	4%	18%

*Percentage of organisations who use each activity that reported it was their most significant activity (in terms of revenue).

Giving trends continue to highlight growth in individual giving, with regular giving underpinning continued market growth. Face to face is the largest income channel driver, followed by direct mail. Online is growing at the fastest rate, and both tax and Christmas remain a popular time to give to non-profits.⁴



4 Pareto fundraising membership report 2018

6.2 Campaign overview

The GBRF has traditionally focussed on engaging the corporate, government and research sector, and has therefore directed the majority of its fundraising effort to these sectors. Given the transformative nature of the RTP, there are clear opportunities to further cement GBRF’s position as the lead national charity for the Reef, and allow all Australians the opportunity to understand, and contribute to, Reef protection and restoration.

In March 2018, the GBRF commissioned consumer research about the Reef. Using focus groups and online surveys, with participants from four countries and a range of demographics, key quantitative and qualitative insights were extracted. Insights showed:

- Australians are well aware of the threats facing the Reef, and it is seen as a high priority issue.
- There is already a reasonable proportion of the community willing to act to protect the Reef.
- Those who experience the Reef, love the Reef: and this translates into greater engagement and action.
- Protecting the Reef is seen as a global issue.
- There are high levels of interest in giving to Reef related charities, with 38 percent of respondents stating they would donate money towards protecting the Reef, rising to 45 percent if they had visited, and rising to 46 percent if they were aged between 18-39.

Based on existing data (both nationally and from GBRF’s existing individual giving program) and consumer insights, GBRF will develop a five-year individual giving fundraising strategy that will focus on the acquisition, cultivation and conversion of individual donors. Appeal driven campaign activity with a focus on donor acquisition and stewardship through multiple channels will be the focus for the first three years, but monthly giving, bequests, and community fundraising will also be deployed into an active fundraising mix. Donor acquisition strategies will be deployed across a range of channels, such as direct mail and social media.

6.3 Quantification

The table below provides a quantification of the fundraising activities that will be deployed in the individual giving campaign, a short description of each, and income target. The income target, as well as channel mix and community sentiment in regard the environmental issues, will be rigorously tested during the feasibility study.

Table 5: Individual giving table

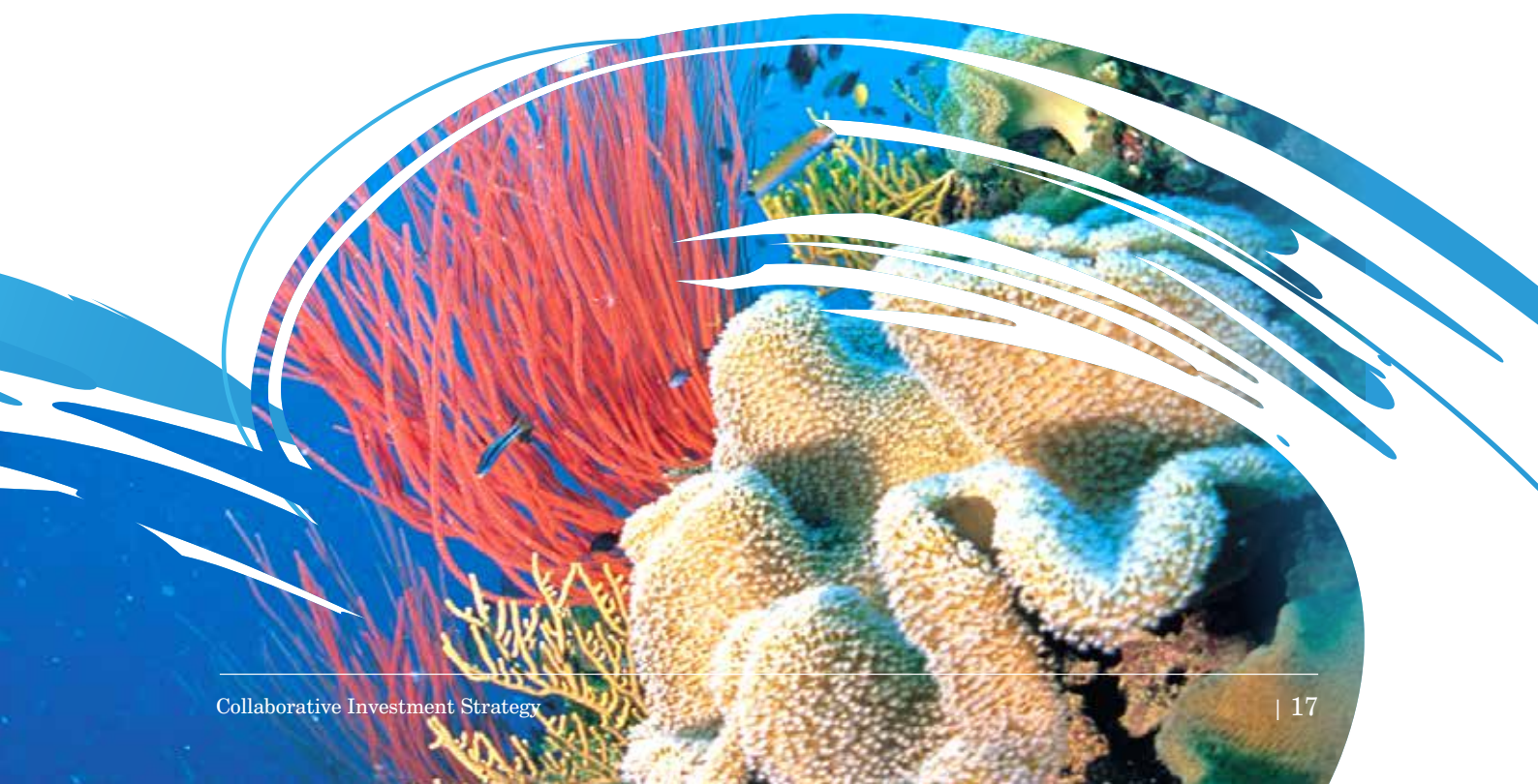
Fundraising activity	Description	Target
Regular giving – new donor acquisition	<ul style="list-style-type: none"> • Two annual appeals – tax and Christmas time • Direct mail to donor database with an industry standard conversion rate of 2-3 percent and an average gift of \$200 	\$2.16M
Regular giving – repeat gifts from acquired donors	<ul style="list-style-type: none"> • Two annual appeals – tax and Christmas time • Direct mail to existing donor database with significantly higher conversion rate of 35 percent and an average gift of \$200 	\$406K
Monthly giving	<ul style="list-style-type: none"> • Between 1,500-2,500 donors contributing on average \$75-95 per month, 12 months of the year • Social media driven lead acquisition with telephone conversion 	\$863K
Bequests	<ul style="list-style-type: none"> • Direct mail to acquired donor pool in year 4 of campaign with resulting notification of planned bequest 	\$1M
Community fundraising	<ul style="list-style-type: none"> • Creation of national community fundraising day of action for the Reef • 1,000-2,500 participants raised on average \$250 each • Launch year 2 	\$2.625M
Total		\$7.054M

6.4 Stage plan

The five-year campaign will be run as a donor acquisition campaign, divided into stages as per the below stage plan. Sound planning in the form of a strong case for support and campaign plan are critical for success. The acquisition stage will repeat annually, as campaigns are rolled out. Detailed analysis of campaign strategy results will allow the campaign manager to test, refine and deploy tactics best suited to donors. Donor stewardship is critical to an engaged and supportive donor database. Consistent communications that tell the story of the impact of a donor's support will result in strong donor retention and a commitment to supporting the mission of the GBRF.

Stage Plan 3: Individual giving

Stage	Deliverables	Timeframe
Planning	<ul style="list-style-type: none"> • Feasibility study commissioned and complete • Case for support developed for GBRF • Campaign work plans completed for years 1-5 for <ul style="list-style-type: none"> – Regular giving (donor acquisition and monthly giving) – Bequest program – Community fundraising 	1 year
Acquisition	<ul style="list-style-type: none"> • Appeals content drafted annually • Campaign strategy tested, analysed and refined annually 	Annually
Stewardship	<ul style="list-style-type: none"> • Develop cultivation and stewardship strategy for all donors, including planned communications 	Ongoing
Maintenance and evaluation	<ul style="list-style-type: none"> • Annual reporting • Evaluate results of campaigns annually • Continued stewardship • Refinement of acquisition tactics based on campaign results 	Ongoing



7. Contributed Funds: Research and Delivery Partners

7.1 Funding context

Nationally, there is an increasing focus on bringing together researchers and industry, government, community organisations and the international community through structured funding models that best leverage and recognise the value of both cash and resource contributions. The Australian Research Council and Cooperative Research Centres operate funding models that are focussed on partnerships and co-funding arrangements between government, industry and academia. Industry and research organisations understand and are familiar with this program and have models in place to develop collaboration and structure funding. Under these models, it is common to value both cash investment and value of resource effort applied to the project.

Similarly, the GBRF has developed a collaborative investment model that brings together government, research and delivery partners, corporate giving and philanthropy, to design and implement projects that help the Reef resist, repair and recover from significant pressure. Using this investment model, over 18 years, the GBRF has raised and directed over \$90M to collaborative multidisciplinary projects, that draw on advances in science, technology, research and conservation to protect and restore the Reef.

7.2 Campaign overview

One of the guiding principles for implementing the RTP is to use co-investment, strategic collaborations and partnerships in all the RTP Project Components, of which there are five: Water Quality; Crown-of-Thorns Starfish Control; Reef Restoration & Adaptation Science; Traditional Owner & Community Reef Protection Activities; and Reef Integrated Monitoring & Reporting, all of which must be ready for delivery by July 2019.

The GBRF's collaborative investment model (see Section 3) will be applied across the RTP, with a total target of \$200M of cash and resource effort sought from contributed funds.⁵

The GBRF is developing the investment strategy and an annual work plan for each component of the RTP. Given program maturity and the scale and scope of the Reef Restoration and Adaptation Program, (see Section 4.2) GBRF is confident to set a target of \$100M to match subsidised funds and raised funds for RTP Component 4: Reef Restoration and Adaptation Science. RRAP can be expected to attract global support and highlight Australia's capacity to provide leadership in coral reef research and management, leading to opportunities to attract new national and international investment into reef research and management. The GBRF already has strong engagement with multiple research partners contributing cash and resource effort in phase one.

Across the remaining components, a target of an additional \$100M has been set. This target is based on a conservative estimate of roughly 30 cents co-contribution per dollar of cash invested across the remaining components. This estimate will be further confirmed and quantified as program design for each project component is developed as per the Grant Agreement by March 2019. Given current practice across research and delivery partners of co-investment of cash and resource effort for pre-existing GBRF scientific and on ground projects, this initial estimation of co-investment appears feasible.

⁵ Contributed funds is defined as funds leveraged from research or delivery partners. For clarity: research and delivery partners can be as defined as on-ground delivery partners, the science, research and academic sector, non-profit organisations, and natural resource management groups. Contributed funds can be cash and contractually recognised resource effort.

7.3 Quantification

The table below provides a quantification of the collaborative investment model applied to RRAP, outlining subsidised investment, raised funds and contributed funds. Detailed quantification for remaining RTP project components will follow as program design is developed.

Table 6: Contributed funds: RRAP

Subsidised funds: RTP Funding commitment to RRAP	Raised Funds: GBRF Capital Campaign Target	Contributed funds: RRAP Contributed Funds target (Cash and resource)	Leverage target (cash and in-kind) – RTP Partners	Forecast number of research and delivery participants
\$100M	\$100M	\$100M	1:2	40

7.4 Stage Plan

This campaign will dovetail closely with the program design and implementation of the component areas of the RTP, so clear communication with the RTP component delivery project team will be critical to the success of the campaign. Like the corporate partnership campaign, the acquisition stage of the campaign will require the most effort, with detailed proposal and contract development integral to this stage. GBRF will need to be flexible to respond to the unique nature of each partnership collaboration.

Stage Plan 4: Contributed investment research and delivery partners

Stage	Deliverables	Timeframe
Planning	<ul style="list-style-type: none"> • Confirm research priorities and capabilities within the network • Design research program(s) including an articulation of specific outputs for each program, application or implementation of outputs by end-users, and impacts, benefits and co-benefits expected to arise 	1 year
Acquisition	<ul style="list-style-type: none"> • Develop detailed project proposal and supporting materials • Present to potential research partners • Confirm buy-in, including cash, in-kind, tied and untied commitments from core participants • Seek other key participants in the project(s) to fill gaps (funding and/or expertise) • Proceed to contract with participant declarations reflecting commitments, agreeing deliverables, expected outputs and measures of success 	2 years
Management	<ul style="list-style-type: none"> • Agree and implement appropriate governance structure for the collaboration(s) – for large longer-term partnerships this may involve a company structure and relevant committees • Develop partnership management strategy to deliver agreed benefit • Communicate regularly with partner on agreed milestones and activity deliverables 	Ongoing as per individual contracts
Maintenance and evaluation	<ul style="list-style-type: none"> • Annual reporting • Evaluate partnership annually • Continued stewardship • Acquit contract at end of project 	Ongoing as per individual contracts

8. Governance

The GBRF has always been committed to the highest level of governance, integrity and transparency.

The GBRF is an independent entity registered with and regulated by the Australian Charities and Not-for-profit-Commission and governed by a voluntary Board of Directors. The GBRF Board is an independent, skills-based board. The Board has overall accountability for the RTP as is the case for all GBRF investments.

Guided by recommendations from the Partnership Management Committee (PMC), the GBRF Board, in relation to the RTP, has responsibility for:

- ensuring appropriate governance arrangements across the activities of the RTP;
- oversight of risk management and compliance (supported by the Audit, Risk and Compliance Committee, a committee appointed by the GBRF Board)
- approving annual work plans and relevant business and strategic plans;
- approving the collaborative investment strategy (including annual updates); and
- the appropriation of funds for the activities.

The Board delegates specific tasks to subcommittees in order to assist in fulfilling its oversight responsibilities. The Philanthropy Committee's charter is to assist the Board by monitoring and reporting to the Board on the advancement of the GBRF's philanthropic program. The committee is appointed by the Board to:

- guide the development and implementation of programs to raise funds for the protection, preservation and conservation of the Great Barrier Reef and other purposes as set out in the GBRF Constitution;
- provide strategic and operational direction on all matters related to the implementation of programs; and
- promote and champion philanthropic contributions to the GBRF.

The Philanthropy Committee has no decision-making powers in regard to the funding or design and selection of projects. See Appendix 3 for diagrammatic representation of the governance structure of the GBRF as pertinent to the RTP.

9. Policy

As a member of the Fundraising Institute of Australia (FIA), the GBRF is a signatory of the Principles and Standards of Fundraising Practice⁶. All fundraising activity of the GBRF is subject to the Board approved Ethical Fundraising Policy which sets out clear guidelines for fundraising activities. The GBRF is committed to ethical fundraising, consistent with the values of the FIA. The Ethical Fundraising Policy is included at Appendix 4.

A list of sponsors, partners, cause related marketing partners and donors is maintained on the GBRF's website.

All personal information, collected by the GBRF in the course of its fundraising activities, is confidential and will not be sold, given away or disclosed to any third party without prior consent. The GBRF has a privacy policy which embodies the Australian Privacy Principles (APPs) in the Privacy Act 1988 (Cwlth) (Privacy Act).

GBRF transparently reports the use of all donor funds in accordance with the Australian Charities and Not-for-Profits Commission Act and the Register of Environmental Organisations (enabled under the Income Tax Assessment Act).

⁶ Fundraising Institute of Australia website: www.fia.org.au/pages/principles-standards-of-fundraising-practice.html

10. Consultation

In accordance with Clause 5.5.2 of the Grant Agreement, the GBRF consulted with Department of the Environment and Energy when drafting the RTP collaborative investment strategy.

In accordance with Clause 5.5.6 of the Grant Agreement, GBRF has sought expert advice in its developing of the collaborative investment strategy. Peer review was conducted through a review consultancy with AskRight, a non-profit consultancy business. Dr Daniel McDiarmid, Director and Principal Consultant and Dr Jason Ketter, Senior Consultant were the principal reviewers. Their attenuated bios are included at Appendix 5. This was a paid consultancy. No material changes were proposed to the strategy, and the report stated that there is “every indication the GBRF understands the factors that drive success and is taking reasonable steps to put in place the strategy, structures, messages, prospects, and collateral that will be necessary.”⁷

The GBRF Board approved the Reef Trust Partnership collaborative investment strategy on 30 September 2018.

11. Resourcing Profile

In order to implement the collaborative investment strategy, additional development staff will be required. The GBRF will continue to fund its core development positions through its operational funding, separate to RTP funds.

Fundraising effort will be front loaded to reflect effort, with capital campaign staff tapering after year 4.

Development expenditure will be associated with the cost of individual giving campaigns (materials, mailing, database management), developing community fundraising events (concept development, online materials, mailing, database management) and the capital campaign (feasibility study).

Total forecast expenditure and salaries for the collaborative investment strategy is \$7.3M.

Table 7: Expenditure as ROI of earned revenue⁸

Component	Salaries cost	Operational expenditure	Total expenditure	Financial Target	ROI
Raised funds:					
Capital campaign	\$1.9M	\$745K	\$2.64M	\$100M	37.88
Corporate giving	\$900K	\$200K	\$1.1M	\$50M	45.45
Individual giving	\$1.76M	\$1.1M	\$2.86M	\$7M	2.45
Contributed funds:					
Research and delivery partners	\$500K	\$200K	\$700K	\$200M	285.71
Total	\$5.06M	\$2.24M	\$7.3M	\$357M	

⁷ AskRight Review Report, page 4

⁸ Fundraising ROI is calculated as revenue (by strategy) divided by expense (by strategy)

12. Risk management

GBRF is committed to establishing an organisational culture that ensures effective business risk management is an integral and embedded part of all RTP activities and components and is a core management capability. GBRF is also committed to business continuity management as an integral component of risk management, to ensure continuity of key business processes and appropriate disaster recovery approaches.

Within the Risk Management Framework, the Board, Managing Director and senior executives are responsible for implementing the risk management policy. Staff at all levels are accountable for the identification and management of risk within their areas of responsibility. Active monitoring and reporting of risk is a feature both at the enterprise level and at RTP component level. See Appendix 6 for an aggregated risk description **extracted** from the Risk Management Framework.

13. Measures of success

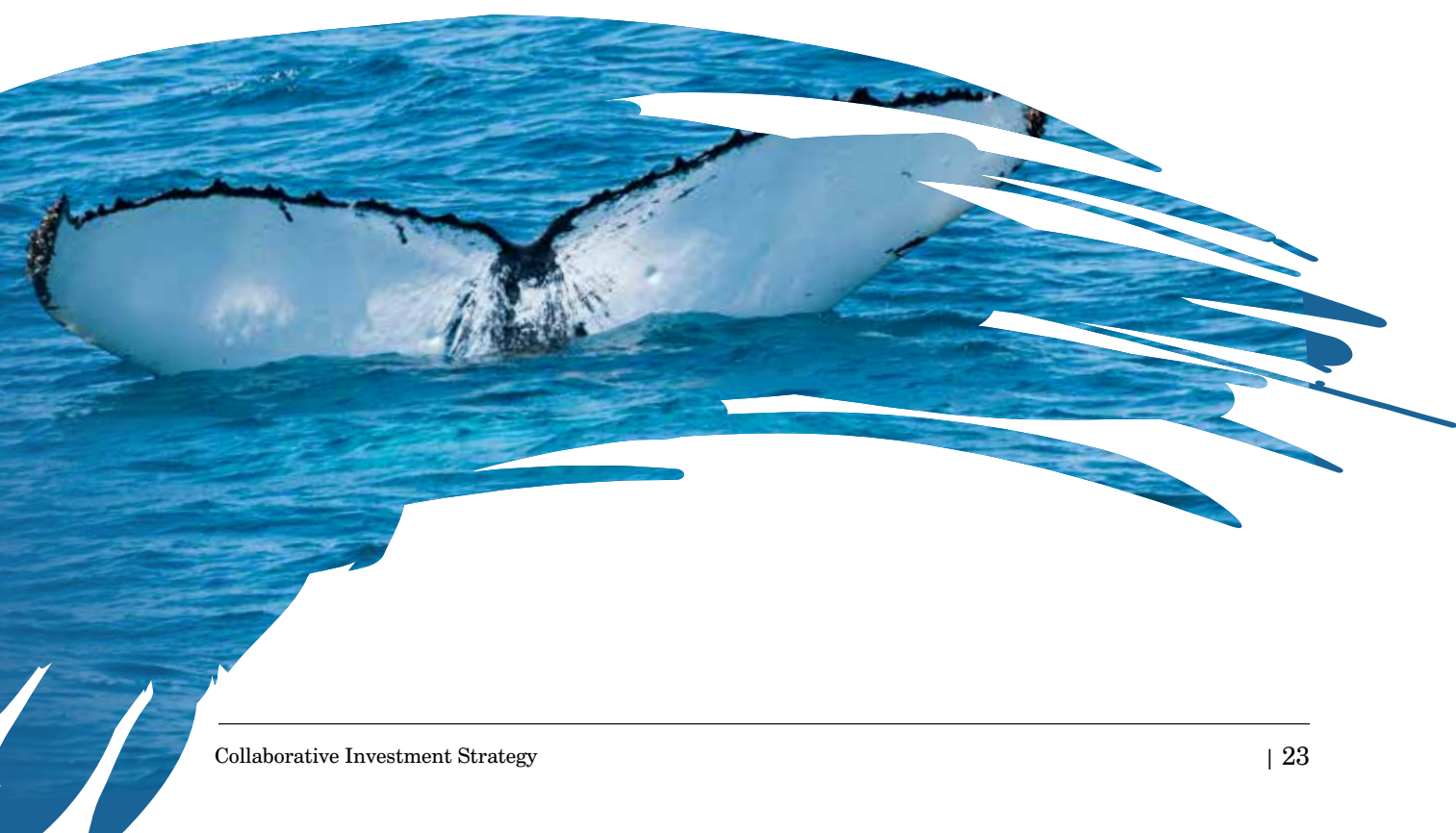
The GBRF will invest considerable time and resources into leveraging the RTP. Measures of success will not be limited to the achievement of the fundraising income target but will also measure impact and effect of fundraising effort on brand and community perception.

Table 8: Measures of success

Measure of success	Capital campaign	Corporate giving	Individual giving	Institutional partnerships
Cash target reached	x	x	x	x
Timeframe target reached	x	x	x	x
International market penetration	x			x
Project (various) aims met within timeframes	x	x		x
Increase in donor database	x		x	
Donor retention at industry standard	x		x	
Percentage increase in engagement across database	x		x	
Percentage increase in engagement across digital platforms	x		x	
Percentage attendance at community events/fundraising events	x		x	
Percentage change in community behaviours/actions for Reef conservation	x	x	x	x
Percentage increase in brand equity		x	x	
Positive media stories covering partnership		x		
Adherence to and acquittal of contracts		x		x
Percentage increase in positive community sentiment	x	x	x	x
Commercialisation of research outcomes and intellectual property and refereed papers				x

Appendix 1: Recent Australian university sector capital campaigns

Organisation	Campaign description	Target
University of Queensland	<p><i>Not if, when</i> campaign</p> <p>Raise significant funds required for three key priorities:</p> <ul style="list-style-type: none"> • Empowering Student Success • Transforming Teaching and Learning • Driving Discovery and Impact 	\$500M (60% to target)
University of Sydney	<p><i>Inspired</i> campaign</p> <p>Since 2008, funding research, scholarships, professorial chairs and developing buildings</p>	Not disclosed, but \$843M raised to date
University of Melbourne	<p><i>Believe</i> campaign</p> <p>By 2021, Melbourne seeks to engage 100,000 of its alumni community in the life of the University. They aim to raise an additional \$500 million for a total philanthropic investment of \$1 billion.</p>	\$1 billion (\$500M raised to date)
University of Western Australia	<p><i>New Century</i> campaign</p> <p>Raising funds to enhance the experience of students at UWA and ensure the impact of transformative research and teaching well into the future.</p>	\$400M (target raised)



Appendix 2: Prevalence of corporate giving across benchmarked Australian non-profits

Prevalence of corporate giving across benchmarked Australian non-profits

Name	Accept corporate partners	Disclosed \$ value in annual reports/ websites (last publicly available)	# of corporate partners on website	Names of corporate partners	Industries represented	Rationale for accepting/ not accepting corporate donations (transcribed from website or other publicly available material)	Purpose of charity	Work on the Great Barrier Reef	On-ground/ Advocacy/ Policy/Direct Action Group
Environmental non-profits in Australia									
Australian Conservation Foundation	Not evident on website	Not specified \$45,783 – Sponsorship, Advertising & Sales	NA	NA	NA	Receives income from Workplace Giving	Australia's national environmental organisation.	Indirectly through campaigns on climate change	<ul style="list-style-type: none"> • Advocacy • Direct Action
Australian Marine Conservation Society Inc	Yes	Not specified \$19,715 – Business Partners/ Supporters	11	<ol style="list-style-type: none"> 1. Oris (watches) 2. Collider Creative Collective 3. Great Barrier Beer 4. August the Label 5. Samsonite 6. Diveplait 7. Pure Underwater Imaging 8. Rocks Push 9. Feather fox 10. Northern Rivers Pottery 11. Blinq art 	<ul style="list-style-type: none"> • Luxury retail • Creative design • Travel • Food & Beverage • Fashion • Photography & Art • Alcohol 	Our ability to undertake key projects to raise awareness of marine conservation issues and advocate for the marine environment is dependent on the financial and in-kind support of our valuable Corporate Partners. A Corporate Partnership with AMCS is a great way to engage your staff and customers, who also love our oceans, in the common goal of marine conservation.	Australian environmental not-for-profit organisation.	Yes – “Fight for our Reef” campaign.	<ul style="list-style-type: none"> • Advocacy • Direct Action

Appendix 2:

Prevalence of corporate giving across benchmarked Australian non-profits

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Environmental non-profits in Australia									
Australian Wildlife Conservancy	Yes	Not specified \$11,199,674 – Donations, Gifts and Sponsorship	10	1. The Macquarie Group Foundation 2. Outback Spirit 3. Perth Zoo 4. SWIRE 5. Kathmandu 6. Exterra Pro Bono 1. Herbert Smith Freehills 2. King & Wood Mallesons 3. KPMG 4. Marini Ferlazzo	<ul style="list-style-type: none"> Banking Tourism Transport, Logistics & Mining Services Retail Pest control Law Professional Services Accounting 	Our partners support AWC in a variety of ways from providing direct financial support for vital programs aimed at protecting some of Australia's most endangered species, communicating AWC's conservation messages and helping AWC to expand our network of support, by contributing equipment for use in the field, as well as by providing valuable legal and financial advice, teams of dedicated volunteers and even office facilities.	Conserve threatened wildlife and ecosystems in Australia.	No	<ul style="list-style-type: none"> On-ground Research Education Conservation
Bush Heritage	Yes	Not specified \$21,334 – Supporter Contributions and Grants	7	1. Flight Centre Foundation 2. JB Hi-Fi and staff Pro Bono 1. Allens 2. Arnold Bloch Leibler 3. The Adelaide Group 4. Mills Oakley 5. Porter Novelli	<ul style="list-style-type: none"> Travel Retail Law Business Advisory PR & Communications 	Corporate support is extremely important to us. With help from organisations like yours we can buy and manage some of our country's most stunning and vulnerable habitats, preserving Australia's threatened biodiversity for future generations. Aligning your brand with Bush Heritage creates networking and business opportunities and gives your company the chance to show a commitment to the Australian environment. Our corporate partners support us through: Workplace Giving; Sponsorship; Donations; Regular donations; Percentage of profits; Goods; Volunteering; Pro-bono services	National non-profit, protecting biodiversity in Australia.	Yes – Turtles Nesting	<ul style="list-style-type: none"> On-ground Research Education

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Environmental non-profits in Australia									
Friends of the Earth	Not apparent	NA	NA	NA	NA	NA	Independent local groups for a socially equitable & environmentally sustainable future.	Protest action against dredging and other on the GBR	<ul style="list-style-type: none"> • Activist
Wilderness Society	Not apparent	NA	NA	NA	NA	NA	A community-based, NFP non-governmental environmental advocacy organisation.		<ul style="list-style-type: none"> • Advocacy
Greening Australia	Yes	\$9,316,000 – Corporate Support. (34% of Total Revenue)	11	<ol style="list-style-type: none"> 1. Accor Hotels 2. Virgin Australia 3. Officeworks 4. Alcoa Foundation 5. Café Brindabella 6. APA; Arts projects Australia 7. ICON Water 8. TransGrid 9. Pack and send 10. Biome 11. Boody 12. Nasos Asset Management 13. BHP Billiton * 14. Boeing * 15. Bank Australia * 16. Caterpillar Foundation * 17. Myer Foundation * *source 2017 Year in Review	<ul style="list-style-type: none"> • Hospitality Aviation/Travel • Retail • Utilities • Freight & Logistics • Machinery • Banking • Mining 	Our business partners play a vital role in helping us to achieve our vision, providing critical support for a diverse range of restoration work across the country. From improving water quality on the Great Barrier Reef, to reconnecting habitat in the Tasmanian Midlands, our business partnerships play a major part in enabling us to achieve our ambitious conservation and restoration goals.	Protect, restore and conserve Australia's native vegetation.	<ul style="list-style-type: none"> • On-ground • Education • Conservation 	

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Prevalence of corporate giving across benchmarked Australian non-profits

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Environmental non-profits in Australia									
WWF	Yes	\$2,009,989 – Corporate Income (8% of Income)	12	<p>Greater than 25,000 AUD:</p> <ol style="list-style-type: none"> 1. Accolade Wines (Banrock Station) 2. Aker BioMarine 3. Bendigo Bank 4. Blackmores 5. Coles Supermarkets 6. Intrepid Travel & Intrepid Foundation 7. Coca Cola Foundation 8. Kimberly-Clark ANZ 9. Phillip Island Nature Parks 10. QANTAS Loyalty 11. Simplot Australia (John West) 12. Tassal 	<ul style="list-style-type: none"> • Food & Beverage • Health & Research • Finance & Banking, Retail, Healthcare • Travel • Food Manufacture • Fish farming 	<p>WWF seeks to work with those who have the greatest potential to reduce the most pressing threats to the diversity of life on Earth and together find solutions to conservation challenges such as deforestation, over-fishing, water scarcity and climate change.</p> <p>Business drives much of the global economy, so we consider that companies also have a specific responsibility to ensure the natural resources and ecosystems that underpin their business are used sustainably. Business is also primed to lead on rapid adaptation and on the innovative solutions needed to drive change. By working with business, WWF aims to change behaviour and drive conservation results that would not be possible otherwise.</p> <p>Our cooperation with partners is based on a common understanding of issues, shared ambitions or activities, and a willingness to speak out in public. In general, we distinguish three types of partnerships with companies:</p> <ol style="list-style-type: none"> 1. Driving sustainable business practices; 2. Communications and awareness raising; 3. Philanthropic partnerships. 	International non-governmental organisation – wilderness preservation, and the reduction of human impact on the environment.	Yes – Rivers to Reef to Turtles research initiative	<ul style="list-style-type: none"> • Advocacy • Conservation research • Policy

Appendix 2:
Prevalence of corporate giving across benchmarked Australian non-profits

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Non environmental non-profits in Australia									
Camp Quality	Yes	\$4,835,205 – Corporate Income (28% of Total Income)	18	<p>Strategic Partners</p> <ol style="list-style-type: none"> 1. NAB 2. The Arnott's Foundation 3. Lorraine Lea 4. Minter Ellison 5. Fujitsu 6. Veda 7. QBE Foundation 8. Sarraf Strata 9. Audi Foundation 10. Hand Heart Pocket <p>Major Partners</p> <ol style="list-style-type: none"> 1. The Newcastle Permanent Foundation 2. Caesarstone Australia 3. Higgins Coatings Pty Ltd 4. Lotterywest 5. MotorActive 6. Telethon 7 7. Unigas 8. EVT 	<ul style="list-style-type: none"> • Banking • Superannuation • Automotive • ICT • Food • Data • Legal • Lottery • Media • LPG • Hospitality 	<p>At Camp Quality, we create partnerships which are mutually beneficial and tailored to suit the corporate social responsibility (CSR) strategy of each business.</p> <p>We build these through a variety of ways including: Corporate donations; Cause-Related marketing; Event sponsorship; In-Kind donations; Staff Engagement including Workplace giving and corporate volunteering</p>	<p>Innovative programs and services to develop life skills and strengthen the wellbeing of children aged 0 – 13 growing up with cancer, and their families.</p>	No	<ul style="list-style-type: none"> • On-ground

Appendix 2:
Prevalence of corporate giving across benchmarked Australian non-profits

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Non environmental non-profits in Australia									
CanTeen	Yes	\$735,000 – Corporate Support (2.1% of Total Income)	23	<ol style="list-style-type: none"> 1. Specsavers 2. Deloitte 3. STA Travel 4. Southern Cross Austereo 5. Life Cycle 6. Herbert Smith Freehills 7. ecove 8. Aoyuan 9. Big W 10. Caltex 11. PwC 12. oOh! media 13. Lagardere 14. Endeavour Energy 15. Mediacom 16. Toyota 17. Coca Cola Amatil 18. ANZ 19. Ritchies 20. Southern Cross Transit 21. TestPro 22. Adagold 23. Best Western Hobart 	<ul style="list-style-type: none"> • Retail • Professional Services • Travel • Media • Property • Fuel • Food Services • Energy • Automotive • Banking • Aviation • Transport • Hospitality 	<p>CanTeen's corporate partners share our values and want to communicate with the same audiences as us.</p> <p>By working with businesses where these synergies exist, we know that we can achieve more for the corporate organisations that we partner with and by extension achieve more for young people living with cancer.</p>	Young people living with cancer.	No	<ul style="list-style-type: none"> • On-ground

Appendix 2:
Prevalence of corporate giving across benchmarked Australian non-profits

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Non environmental non-profits in Australia									
Careflight	Yes	\$367,000 – Corporate Sponsorship (estimate only, calculated on information from the website) \$9,016,491 - Fundraising: Donations & Sponsorship total.		<ol style="list-style-type: none"> 1. Mounties 2. Territory Generation 3. TIO <p>Note: TIO - \$250,000 sponsor Mounties \$100,000 PA for 3 years Territory Generation \$250,000 PA</p>	<ul style="list-style-type: none"> • Club • Utility • Insurance 	Over the years our Corporate Partners have contributed their time, resources and financial support that has helped to keep our doctors in the air and our MediSim trauma care training program on the road – saving lives across Australia.	A critical care aeromedical retrieval service based in Australia.	No	<ul style="list-style-type: none"> • On-ground
Fred Hollows Foundation	Yes	Not specified \$66,786 – Community and Corporate Support combined income.	11	<ol style="list-style-type: none"> 1. Blackwoods 2. Specsavers 3. Suttons 4. APA 5. The Footprints Network 6. HSBC 7. JB Hi-Fi 8. iChoice 9. Larsen Jewellery 10. Qantas Frequent Flyer 11. TechnologyOne Foundation 	<ul style="list-style-type: none"> • Industrial Safety products • Optometry • Automotive • E-commerce • Mortgage Broker • Retail • Travel • Software/IT 	The Foundation is fortunate to collaborate with companies through unique, strategic partnerships that raise significant funds, reach new audiences and provide in-kind support.	Access to high quality, affordable eye health.	No	<ul style="list-style-type: none"> • On-ground

Appendix 2:
Prevalence of corporate giving across benchmarked Australian non-profits

Name	Accept corporate partners	Disclosed \$ value in annual reports/ websites (last publicly available)	# of corporate partners on website	Names of corporate partners	Industries represented	Rationale for accepting/ not accepting corporate donations (transcribed from website or other publicly available material)	Purpose of charity	Work on the Great Barrier Reef	On-ground/ Advocacy/ Policy/Direct Action Group
Non environmental non-profits in Australia									
Guide Dogs Australia	Yes	Not specified	Total: 33 National 5 QLD 22	National 1. Boehringer Ingelheim Animal Health 2. Coles 3. ADVANCE 4. IDEXX 5. Battery World QLD 1. ALS Limited 2. Brisbane BMW 3. Bruce Lynton Motor Group 4. Burford Reinforced Plastics 5. Idexx Laboratories Pty Ltd 6. Mars Advance Petcare 7. Medibank 8. Merial – Heartgard30, 9. ParaGuard and NexGuard 10. Metcash Food & Grocery	<ul style="list-style-type: none"> • Retail • Medical • Rail/logistics • Data/Technology • Automotive • Banking • Entertainment 	<p>By partnering with Guide Dogs Australia, your business will align with the high standards of our organisation and benefit from strong awareness of our reputation.</p> <p>Guide Dogs Australia was voted as Readers Digest’s “Most Trusted Charity” for the past five consecutive years: 2013, 2014, 2015, 2016 and 2017. We’re incredibly proud to have been awarded this honour and for our services to be held in such high public regard.</p>	<p>Guide Dogs Australia is a brand that represents Australia’s six state-based Guide Dog organisations</p>	No	<ul style="list-style-type: none"> • On-ground

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Prevalence of corporate giving across benchmarked Australian non-profits

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Non environmental non-profits in Australia									
Guide Dogs Australia			NSW 2 VIC 4	11. Myer Stores Community Fund – Maroochydore 12. Nextra Newsagencies 13. Petstock 14. Queensland Rail 15. Russell Mineral Equipment 16. Siron Holdings 17. The Neilsen Group 18. Woolworths NSW 1. 13 Cabs 2. McGrath VIC 1. NAB 2. Village Cinemas 3. Ritchies					
St Johns Ambulance	No	NA	NA	NA	NA	NA	First aid services, training and equipment.	No	<ul style="list-style-type: none"> On-ground Volunteer organisation

Appendix 2:

Prevalence of corporate giving across benchmarked Australian non-profits

Name	Accept corporate partners	Disclosed \$ value in annual reports/ websites (last publicly available)	# of corporate partners on website	Names of corporate partners	Industries represented	Rationale for accepting/ not accepting corporate donations (transcribed from website or other publicly available material)	Purpose of charity	Work on the Great Barrier Reef?	On-ground/ Advocacy/ Policy/Direct Action Group
Non environmental non-profits in Australia									
Royal Flying Doctors Service	Yes	Not specified \$510,000 – Commercial Funding	Total: 27 National 4 QLD 4 NSW 6 WA 4 VIC 3 SA/NT 6	National 1. Neverfall Springwater Ltd 2. TAL Insurance 3. Air BP 4. CWA QLD 1. Brisbane Airport Corporation 2. Ergon Energy Retail 3. QCoal Group 4. Woolworths NSW 1. BAE Systems 2. Bridgestone 3. Cristal 4. Just Cuts 5. Khan's Supa IGA 6. Liberty WA 1. BHP Billiton 2. CBH Group 3. Pilatus 4. Rio Tinto VIC 1. BAE Systems 2. Delaware North 3. GSK SA/NT 1. Adelaide Airport Limited 2. BHP Olympic Dam 3. Channel 7 Adelaide 4. Elders Limited 5. Hackett Foundation 6. OZ Minerals	<ul style="list-style-type: none"> Retail Insurance Energy Mining Transport Tourism Property Medical Accommodation Mining Media Airport operators Fuel 	<p>As a charity, the RFDS relies heavily on the generosity of companies to continue our vital emergency medical and primary healthcare work in remote and rural Australia.</p> <p>Australian and multinational companies are quickly realising that being a good 'corporate citizen' is not only the right thing to do but is also good for business. Companies are eager to support the Flying Doctor in a wide range of ways including corporate partnership, sponsorship, volunteering, advice, pro bono services, workplace giving, donations and much more.</p>	Aeromedical and primary health care across Australia.	No	<ul style="list-style-type: none"> On-ground

Appendix 2:
Prevalence of corporate giving across benchmarked Australian non-profits

Name	Accept corporate partners	Disclosed \$ value in annual reports/ websites (last publicly available)	# of corporate partners on website	Names of corporate partners	Industries represented	Rationale for accepting/ not accepting corporate donations (transcribed from website or other publicly available material)	Purpose of charity	Work on the Great Barrier Reef	On-ground/ Advocacy/ Policy/Direct Action Group
Non environmental non-profits in Australia									
Surf Lifesaving Foundation	Yes	Not specified \$10,928,525 – Sponsorship \$16,636,773 – Fundraising & Donations		1. DHL 2. Holden 3. Westpac 4. BRP 5. Dulux 6. FINZ 7. Kellogg's Nutri-Grain	<ul style="list-style-type: none"> Global logistics/ Shipping Automotive Australian Paint Brand Swimwear Breakfast Cereal 	The majority of our programs are funded by a number of corporate partners. We also actively seek new partners to ensure the long term sustainability of the movement. SLSA encourage all Australian corporates to include Surf Life Saving in their Workplace Giving Program. Surf Life Saving offers a marketing edge coupled with a strong sense of community commitment that delivers positive results. Imagine supporting an organisation that saves thousands of lives and has an impact on around 30 million beach-goers each year. The opportunity to be a great corporate citizen and partner with an organisation that benefits so many people is unique.	Ensure Surf Life Saving's financial sustainability.	No	<ul style="list-style-type: none"> On-ground Volunteer organisation

Appendix 2:
Prevalence of corporate giving across benchmarked Australian non-profits

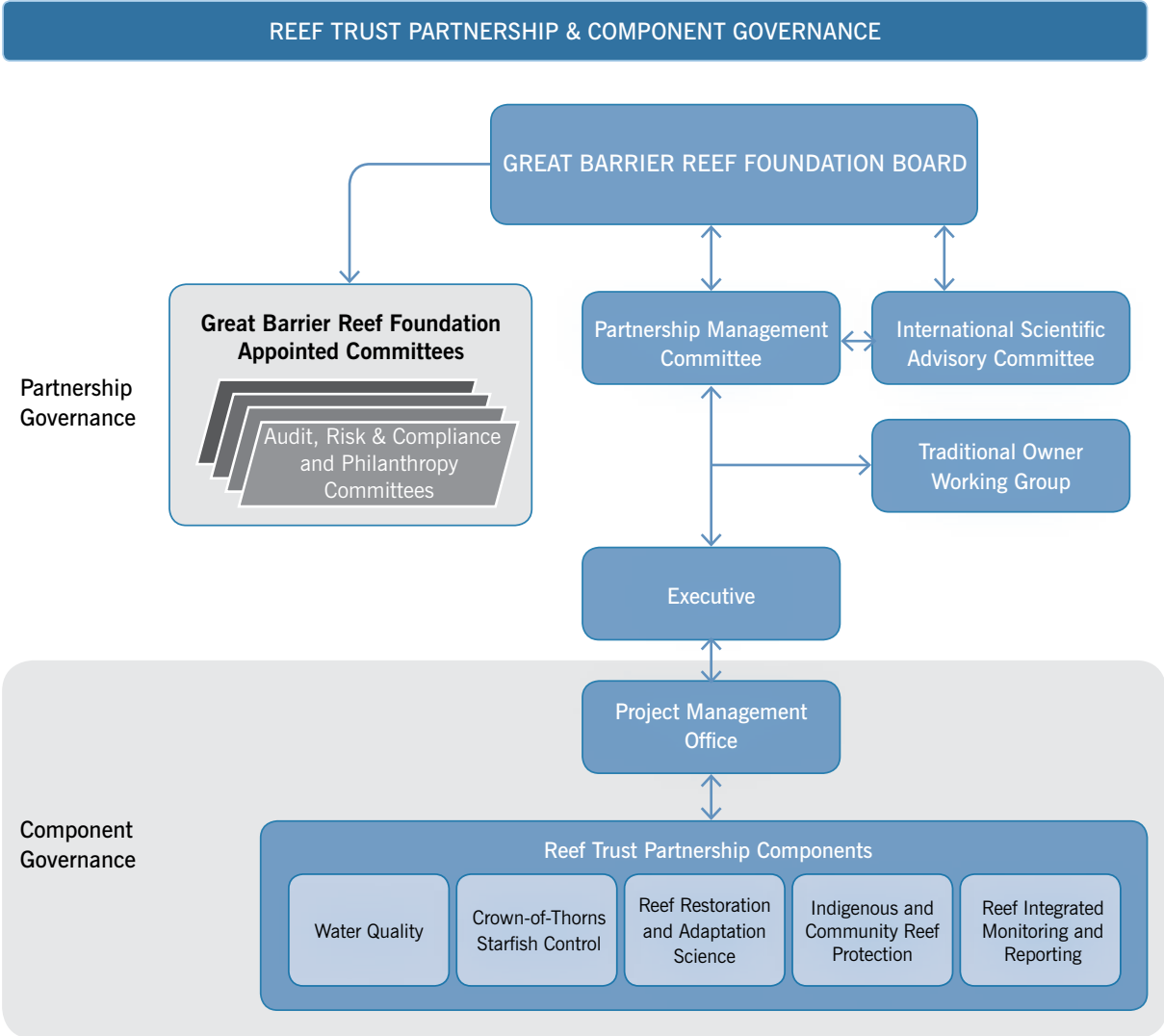
Name	Accept corporate partners	Disclosed \$ value in annual reports/ websites (last publicly available)	# of corporate partners on website	Names of corporate partners	Industries represented	Rationale for accepting/ not accepting corporate donations (transcribed from website or other publicly available material)	Purpose of charity	Work on the Great Barrier Reef?	On-ground/ Advocacy/ Policy/Direct Action Group
Non environmental non-profits in Australia									
Starlight Children's Foundation	Yes	Not specified \$29,992,443 – Fundraising income \$3,508,164 – Donated Goods and Services	58	<ol style="list-style-type: none"> 1. EB Games 2. Golden Casket 3. JC Decaux 4. Medical Media 5. Channel Nine 6. Virgin Australia 7. BankWest Foundation 8. BHP Billiton 9. LotteryWest 10. Mineral Resources 11. Motrama Management 12. Nintendo 13. Plush 14. Puma Energy Australia 15. Pfizer (Dimetapp) 16. PwC 17. Rockpool Group 18. Roadshow Entertainment and Films 19. Telethon 7 20. TK Maxx 21. Warner Bros. 22. Ashdown-Ingram 23. Caredent Pty Ltd 24. Cleanaway 25. Coty Australia Pty Ltd 26. Data#3 27. Deloitte 28. Dreamworld 29. Facebook 30. Flower Clothing 	<ul style="list-style-type: none"> • Retail • Gambling • Media • Banking • Mining & Services • Automotive • Pharmaceutical • Property • Medical • Entertainment • Technology • Waste Management • Airline/Travel • Social Media • Rail / Transport • Accommodation • Professional Services 	Starlight Children's Foundation is committed to developing long term, mutually beneficial partnerships with Corporate and Community organisations and groups who share our goals and values.	Starlight's mission is to brighten the lives of seriously ill children and their families.	No	<ul style="list-style-type: none"> • On-ground

Appendix 2:
Prevalence of corporate giving across benchmarked Australian non-profits

Name	Accept corporate partners	Disclosed \$ value in annual reports/ websites (last publicly available)	# of corporate partners on website	Names of corporate partners	Industries represented	Rationale for accepting/ not accepting corporate donations (transcribed from website or other publicly available material)	Purpose of charity	Work on the Great Barrier Reef?	On-ground/ Advocacy/ Policy/Direct Action Group	
Non environmental non-profits in Australia										
Starlight Children's Foundation				31. Fogarty Wine Group 32. Globite 33. GPC ASIA PACIFIC PTY LTD 34. GR Engineering 35. King & Wood Mallesons 36. Lend Lease 37. Macquarie Group Foundation 38. Melbourne Conv & Exhibition Centre 39. NRMA Motoring & Services (Holiday) 40. Orica Australia Pty Ltd 41. Pan Pacific Perth 42. Queensland Rail 43. Quest Apartments St Leonards 44. Richardson & Wrench 45. SC Johnson 46. Scentsy 47. Soul Origin 48. Stryker 49. Sushi Train 50. TLA 51. The Deloitte Foundation 52. Toybox International 53. Ubisoft Pty Ltd 54. Village Roadshow Theme Parks 55. Vittoria 56. Vocus 57. Westpac 58. Wizard Pharmacy Services						

Appendix 3: GBRF Governance arrangements

Figure 1: Reef Trust Partnership and Component Governance Arrangements



Appendix 4: Ethical Fundraising Policy

The Board of the GBRF is committed to ensuring that fundraising activities are carried out in an ethical manner.

As a member of the Fundraising Institute of Australia (FIA), the GBRF is a signatory of the Principles and Standards of Fundraising Practice⁹. The GBRF is committed to ethical fundraising, consistent with the values of the FIA. Fundraising targets are linked to the goals and targets of the related fundraising activity strategy and plan and all monies raised will be utilised for the stated purpose of the appeal. Any communications to the public made in the course of carrying out a fundraising activity shall be truthful and non-deceptive.

Fundraising activities will not be undertaken if they expose the GBRF to any unacceptable financial or reputational risk.

No person directly or indirectly employed by, or volunteering for, the GBRF shall accept commissions or bonuses for fundraising activities on behalf of the organisation.

All personal information, collected by the GBRF in the course of its fundraising activities, is confidential and will not be sold, given away or disclosed to any third party without prior consent.

Ethical Grants and Donations

The GBRF encourages and welcomes donations and grants from a variety of sources. As an independent and apolitical not-for-profit organisation, it relies on donations and grants, and commits to use those funds ethically and efficiently.

The GBRF recognises the critical importance of ethical conduct in fundraising activities in order to safeguard the status of the organisation as a registered charity and ensures the GBRF stands up to scrutiny by all its stakeholders and the community.

The GBRF may accept donations and grants:

- where the funds are consistent, in fact and appearance, with the spirit of its mandate;
- where the funds are not linked to a requirement for the GBRF to endorse any products, services or policies that might be interpreted as a constraint;
- for a specific activity, provided the activity is directly related to GBRF's mandate and is practically achievable by the GBRF; and
- on the clear understanding that the funder can have no influence over the academic and communications freedom and independence of the GBRF beneficiaries, including the conduct and outcomes of research and publication of results.

The GBRF may reject donations and grants:

- where communication with the funder comes at a major cost to the GBRF;
- likely to compromise the GBRF's integrity, independence, reputation, its capacity to carry out its mission and vision, which dictate its positions or priorities, or ability to speak out against unethical, unfair, or unsafe practices;
- from funders associated with activities, branding or reputation that are not in line with the GBRF's values;
- generated by the proceeds of the tobacco industry, crime, pornography, weapons, firearms, munitions or slavery.

⁹ Fundraising Institute of Australia website: www.fia.org.au/pages/principles-standards-of-fundraising-practice.html

Ethical sponsorships, partnerships and cause related marketing

The GBRF actively seeks opportunities to work together with external organisations to achieve shared objectives. However, it is vital that GBRF maintains its independence and does not allow external partnerships to bring the GBRF into disrepute.

The GBRF therefore seeks, as far as is practical and within the constraints of the law:

- Initiatives that do not compromise the independent status of the GBRF; and
- To ensure that the organisational values of the sponsor/partner are consistent with the GBRF's own organisational values.

The ethical fundraising policy has been devised to ensure clarity and openness to all of the GBRF's stakeholders. A list of sponsors, partners and cause related marketing partners is maintained on the GBRF's website.

Prior to entering into any sponsorship, partnership or cause related marketing (valued over \$100,000), the GBRF will search publicly available information about the potential funder to ensure that their corporate strategies align with the GBRF's corporate values.

The above information was endorsed by the GBRF Audit, Risk & Compliance Committee on 21 July 2016 and approved by the GBRF Board on 3 August 2016.

Public disclosure

A list of sponsors, partners and cause related marketing partners is maintained on the GBRF's website.

All personal information, collected by the GBRF in the course of its fundraising activities, is confidential and will not be sold, given away or disclosed to any third party without prior consent. The GBRF's privacy policy embodies the Australian Privacy Principles (APPs) in the Privacy Act 1988 (Cwlth) (Privacy Act).

GBRF transparently reports the use of all donor funds in accordance with the Australian Charities and Not-for-Profits Commission Act and the Register of Environmental Organisations (enabled under the Income Tax Assessment Act).



Appendix 5: Attenuated bios of peer review team

Dr Daniel McDiarmid, Principal Consultant, AskRight

Daniel McDiarmid has led fundraising offices in the Australian university sector (Central Queensland, RMIT, QUT) and as consultant advised, assessed and consulted to universities across Australia and New Zealand, the USA, Singapore and the United Kingdom. He has been adviser to governments within Australia and New Zealand and to major international nonprofit organisations such as The Global Fund and the United Nations Foundation. Daniel has led the fundraising practice of AskRIGHT in Australia and New Zealand since its founding in 2004.

Dr Jason Ketter, Senior Consultant, Ask Right

Jason has led advancement teams and served campaigns at The Pennsylvania State University-Harrisburg, The University of Queensland, Kutztown University of Pennsylvania, Albright College, and Delaware Valley University that raised \$10 million to \$2 billion. Jason developed the Australian Alumni Association of Cambodia's Five-Year Strategic Plan for the Australian Department of Foreign Affairs and Trade. Jason has conducted reviews and advised non-profit organisations in Australia, the UK, the USA, and the Sultanate of Oman. Following 28 years of fundraising and engagement experience, Jason joined AskRIGHT in 2018.



Appendix 6: Aggregated risk

Note: The below table is an extract from the GBRF risk management plan, which provides an overview of risk management of the RTP and its alignment to the GBRF’s Risk Management Policy, Risk Management Framework and Business Continuity Plan. The below is a summary of risks, which have the potential to impact the GBRF’s ability to reach the financial targets outlined in this plan.

Material aggregated risk and key causes /sources	Preventative control (prevent the risk occurring)	Mitigating control (address the consequence if the risk has occurred)
<p>Strategic outcomes not achieved because additional funding not secured due to:</p> <ul style="list-style-type: none"> • External factors outside of GBRF control (global financial crisis and contracting of giving market as a result) • Significant reputational damage • Poor implementation of collaborative investment strategy 	<ul style="list-style-type: none"> • Develop and deploy collaborative investment strategy, including detailed work plans for four major income streams: capital campaign, corporate giving, individual giving, and research and delivery partners • Implement recruitment strategy and appoint appropriately qualified staff to complement existing core development team • Commission feasibility study to ensure robust design of the capital campaign • Development function to collaborate with project design team to ensure strong alignment with core potential corporate funding partners identified early to enable strong business case and proposal development 	<ul style="list-style-type: none"> • Undertake a ‘lessons learnt’ process to identify any systemic issues with the collaborative investment strategy or RTP projects or project proposals • Review and update collaborative investment strategy • Undertake an audit of projects funded or approved for funding and re-assess the funding or the timing of funding for projects • Place a freeze on new project approvals pending the outcome of a review of the collaborative investment strategy



Appendix 7: Interim Fundraising Targets

Interim Targets scenario 1: All active fundraising to conclude by 30 June 2024

Revenue Stream	Target	Pledges Life to Date	Jan -June 21 Actuals	21-22 Target	22-23 Target	23-24 Target	Total
Contributed funds	\$200,000,000.00	\$ 60,114,752.00	\$ 7,201,020.00	\$ 27,000,000.00	\$ 27,000,000.00	\$ 27,770,000.00	\$200,005,000.00
Contributed Funds RRAP		\$ 60,691,000.00	\$ 4,332,500.00				
Individual Giving	\$ 7,000,000.00	\$ 811,536.00	\$ 310,042.00	\$ 1,242,000.00	\$ 2,092,000.00	\$ 2,982,000.00	\$ 7,000,000.00
Corporate Partnerships	\$ 50,000,000.00	\$ 35,324,804.00	\$ 31,355.00	\$ 5,000,000.00	\$ 5,000,000.00	\$ 5,000,000.00	\$ 50,000,000.00
Capital Campaign Target	\$100,000,000.00	\$ 300,000.00	\$ -	\$ 20,000,000.00	\$ 40,000,000.00	\$ 37,000,000.00	\$ 97,000,000.00
Totals		\$157,242,092	\$ 11,874,917.00	\$ 53,242,000.00	\$ 74,092,000.00	\$ 72,752,000.00	\$357,005,000
Cumulative Totals				\$210,484,092	\$ 284,576,092.00	\$357,328,092	

Terms: See Page 3 and Page 7

Pledges: Donation pledges are donors' promises to give a certain amount of money to an organisation over a set amount of time. Donors can make pledges that are conditional, meaning payment will only be made once a condition is met, or unconditional.¹

Assumptions to table

- Targets are based on pledged or contracted amounts not the amount received. Many high value major gifts and corporate partnerships will be pledged over a period of time that may extend beyond 2024.
- Targets will include a mix of in-kind and cash gifts. Targets for each of these are not set.
- The Foundation's stated goal is to achieve a leveraging target between \$300M-\$400M and this will be prioritised over the achievement of achieving each gift market target. There is a possibility that some gift markets may over-perform which could offset the under-performance of other markets.
- The annual target forecasting is underpinned by the following set of internal and external assumptions:
- That the Covid-19 vaccination effort continues to bolster market and consumer confidence, and that additional outbreaks are contained to a country level and do not affect the global economy
- That the RTP does not attract the level of negative political attention that it did in 2018 for the remainder of the agreement term
- That the Foundation continues to build and increase its social licence to operate by communicating the positive impact of the RTP and its projects to appropriate donor audiences
- That the fundraising team is resourced appropriately in terms of staffing and budgets.

¹ <https://kindful.com/nonprofit-glossary/donation-pledges/>

